

MEMPHIS POLICE DEPARTMENT

OPERATIONAL ASSESSMENT

Staffing, Organization and Structure

PART ONE



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Introduction

The City of Memphis and the Memphis Police Department have retained the Police Executive Research Forum (PERF) to conduct an assessment of the Memphis Police Department¹. The intent of the assessment is to assist the Memphis Police Department with recommendations for improvement in operations, and/or to implement best practices in policing. In addition, PERF will highlight those areas where the Department's operations and procedures are already meeting or exceeding best practices in policing.

This report focuses on the topics of staffing, organization, and structure. Part One examines the staffing and organization of the patrol, investigative and administrative functions. Part Two will examine special operations and provide a summary regarding organization and structure. The question the report seeks to answer is whether the department is staffed, organized and structured to promote maximum effectiveness, efficiency, and return of the public's investment of tax funds.

This report is the first of a group of five. Subsequent reports will address the following issues:

- Recruitment, selection, training, and promotion.
- Community engagement.
- Transparency and accountability.
- Anti-crime strategies and tactics.

Together, these five deliverables will comprise the entire assessment.

¹ In various documents the organization is referred to as both "Police Department" and "Police Division". In the interest of uniformity, it will be referred to as "Police Department" throughout this report.

Methodology

To carry out his project, PERF applied a methodology that included interviews, observation of operations, data analysis and document reviews. To determine patrol staffing needs, PERF conducted a comprehensive analytical assessment that resulted in recommendations about how the patrol function should be staffed. The methodology is described in detail in the patrol section of this report. A different analysis was applied to assess investigative workload and staffing needs. The methodology is based on current and best practices case management approaches, along with a determination of the amount of time it takes to investigate different types of crimes. The methodology is described in detail in the investigative section of the report.

To present the results of PERF's analysis, this report is composed of two parts. Part One contains the following sections.

- Current Policing Environment
- Organizational Environment
- Patrol Staffing and Organization
- Investigations Staffing and Organization
- Administrative and Support Staffing and Organization

Part Two will contain

- Special Units Staffing and Organization
- Conclusion and an assessment of the match between Core Business Processes and Staffing Needs

Current Policing Environment

The Memphis Police Department provides municipal policing services for the City of Memphis, Tennessee. Located in Shelby County, Memphis is the largest city in the State of Tennessee and the 20th largest city in the country. As of the 2010 census, the population of Memphis was 662,897. The Memphis metropolitan area had a population of 1,316,100.

The city has a total area of 313.8 square miles, of which 302.3 square miles is land and 15.4 square miles, or 5.24%, is water. The population density was 2,327.4 people per square mile. Additional community demographics are listed in the following table.

City of Memphis Demographics – 2010 Census	
Persons under 18 years, percent, 2010	26.0%
Persons 65 years and over, percent, 2010	10.3%
Female persons, percent, 2010	52.5%
White persons, percent, 2010	29.4%
African American persons, percent, 2010	63.3%
American Indian and Alaska Native persons, percent, 2010	0.2%
Asian persons, percent, 2010	1.6%
Persons reporting two or more races, percent, 2010	1.4%
Persons of Hispanic or Latino origin, percent, 2010 (b)	6.5%
White persons not Hispanic, percent, 2010	27.5%
High school graduates, percent of persons age 25+, 2006-2010	81.2%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	22.5%
Housing units, 2010	291,883
Homeownership rate, 2006-2010	53.7%
Housing units in multi-unit structures, percent, 2006-2010	33.3%
Median value of owner-occupied housing units, 2006-2010	\$98,300
Households, 2006-2010	246,495
Persons per household, 2006-2010	2.58
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$21,007
Median household income 2006-2010	\$36,473
Persons below poverty level, percent, 2006-2010	25.4%

The demographics of a City is a primary factor in creating police workload. The existence of conditions known as *policing hazards* have an impact on the job the police need to perform. Characteristics that may increase the need for police include, but are not limited to:

- Higher population per square mile.
- Higher percentage of multi-family residential properties.

- Higher percentages of low income housing.
- Presence of retail establishments.
- Presence of establishments that sell alcohol.
- Higher poverty levels.

Crime in Memphis

While the frequency and types of crime occurring in Memphis is not the sole determinant of police staffing needs, it is a critical factor. The following table uses data from the FBI's 2010² Uniform Crime Reports³ to compare crime in Memphis with six other cities with comparable populations.

Memphis Crime Comparisons with Cities of Similar Populations

<i>City</i>	<i>Population</i>	<i>Part I Violent crime</i>	<i>Part I Property crime</i>	<i>Violent crime per 100,000</i>	<i>Property crime per 100,000</i>
Seattle Police Department	620,195	3,515	33,186	567	5,351
El Paso Police Department	624,322	2,861	17,404	458	2,788
Boston Police Department	644,064	5,819	20,628	903	3,203
Memphis Police Department	673,650	10,384	42,138	1,541	6,255
Fort Worth Police Department	746,433	4,293	35,090	575	4,701
Austin Police Department	796,310	3,790	45,826	476	5,755
San Francisco Police Department	818,594	5,747	32,365	702	3,954

In 2010, Memphis had more crime than the comparable cities.⁴ Memphis also had more police officers than these comparable cities. Staffing levels are discussed in more detail later in this report.

2 2011 Uniform crime reports are not yet available.

3 Generally, caution should be used in interpreting UCR figures. The established methodology used to report and count crimes is not completely reliable, and can be artificially increased or decreased in a number of ways. UCR only counts “reported” crime, and no one really knows how much crime occurs. Police department practices can influence how many crimes are reported and/or recorded. Nonetheless, it is the only standard measure of crime available.

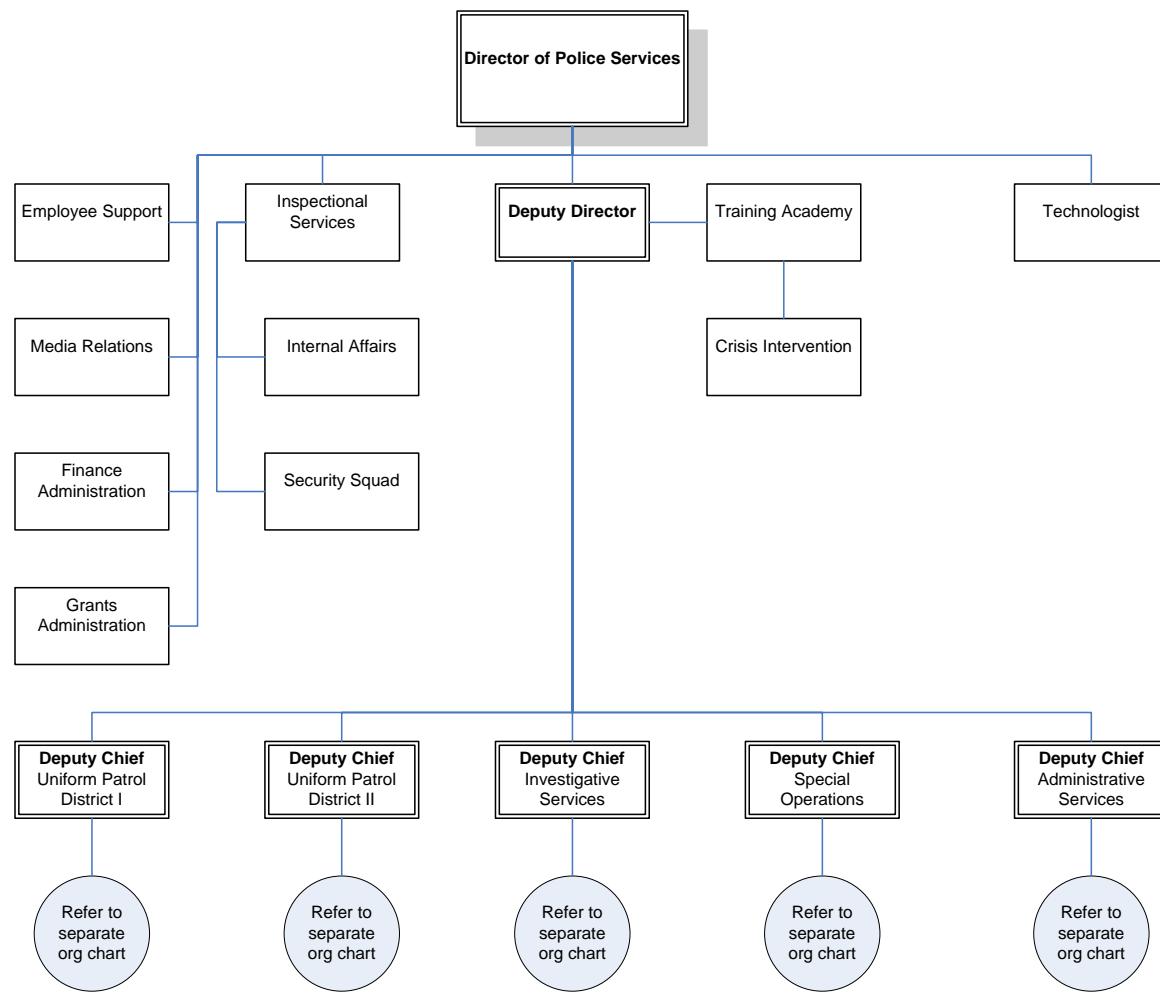
4 When comparing crime in different cities while considering policing hazards, the amount of crime and police activity in a particular jurisdiction may not be proportionate to its population.

Organizational Environment

This section of the report provides an overview of the Memphis Police Department, including its organizational structure, and staffing levels. Individual organizational divisions and units are discussed later in this report.

Organizational Structure

The Department is organized in a traditional, quasi-military fashion. A collapsed view of the table of organization is depicted below.



More detailed depictions of divisions and subdivisions are provided in later sections of this report.

Functionality

All of those interviewed said that the organizational structure was traditional and met the needs of the department.

Naming Conventions

The names applied to the various units in the Memphis Police Department are not always consistent. In many police departments, the name designation “Bureau” usually describes a second level subdivision in a police department. In the Memphis Police Department a Bureau describes a lower level investigative unit.

How organizational units are named is not critical to the operation of department, but creates consistency and a uniform understanding of how the department is organized and functions. The ranks of persons assigned to various organizational units should also be consistent. The majority of organizations PERF have worked with use the following hierarchy:

- Bureau
- Division
- Section
- Unit
- Team
- Various designations for patrol units.

Wholesale change of the current naming conventions would be disruptive, and are not recommended. If the opportunity arises for incremental changes in how organizational units are named, consideration should be given to making appropriate changes.

Staffing

The Memphis Police Department is staffed by an authorized complement of 3,028 personnel. The requested complement for FY13 is 3,032. There are 2,406 commissioned (sworn) positions and 622 non-commissioned (non-sworn) positions. The requested increase is for four supervisor positions in the communications center. The following table describes department rank structure for commissioned positions, and the number of persons in each rank/classification.

Memphis Police Department Sworn Staffing

Rank	Number
Director	1
Deputy Director	1
Deputy Chief	5
Colonel	12
Lt. Colonel	14
Major	33
Major/TACT	1
Lieutenant	231
Lieutenant/TACT	2
Sergeant	350
Police Officer	1754

In most comparable police departments sergeants are first line supervisors and lieutenant are mid managers. In Memphis, sergeants have no formal supervisory role, they are detectives for the most part. Lieutenants are the first line supervisors although some do act in a mid-management role.

In addition to the sworn compliment, there are 622⁵ civilian positions in the Memphis Police Department, for a total of 3028 employees.

The Memphis Police Department has more police officers than the comparable cities presented earlier. The following table depicts staffing comparison data.⁶

Memphis Number of Officers Comparison with Cities of Similar Population

Agency	Population	Sworn
Seattle Police Department	620,195	1,344
El Paso Police Department	624,322	1,078
Boston Police Department	644,064	2,094
Memphis Police Department	673,650	2,335
Fort Worth Police Department	746,433	1,505
Austin Police Department	796,310	1605
San Francisco Police Department	818,594	2,250

5 Department financial figures show 491 full time civilian positions and 257 contingent civilian positions. Most of the contingent positions are crossing guards.

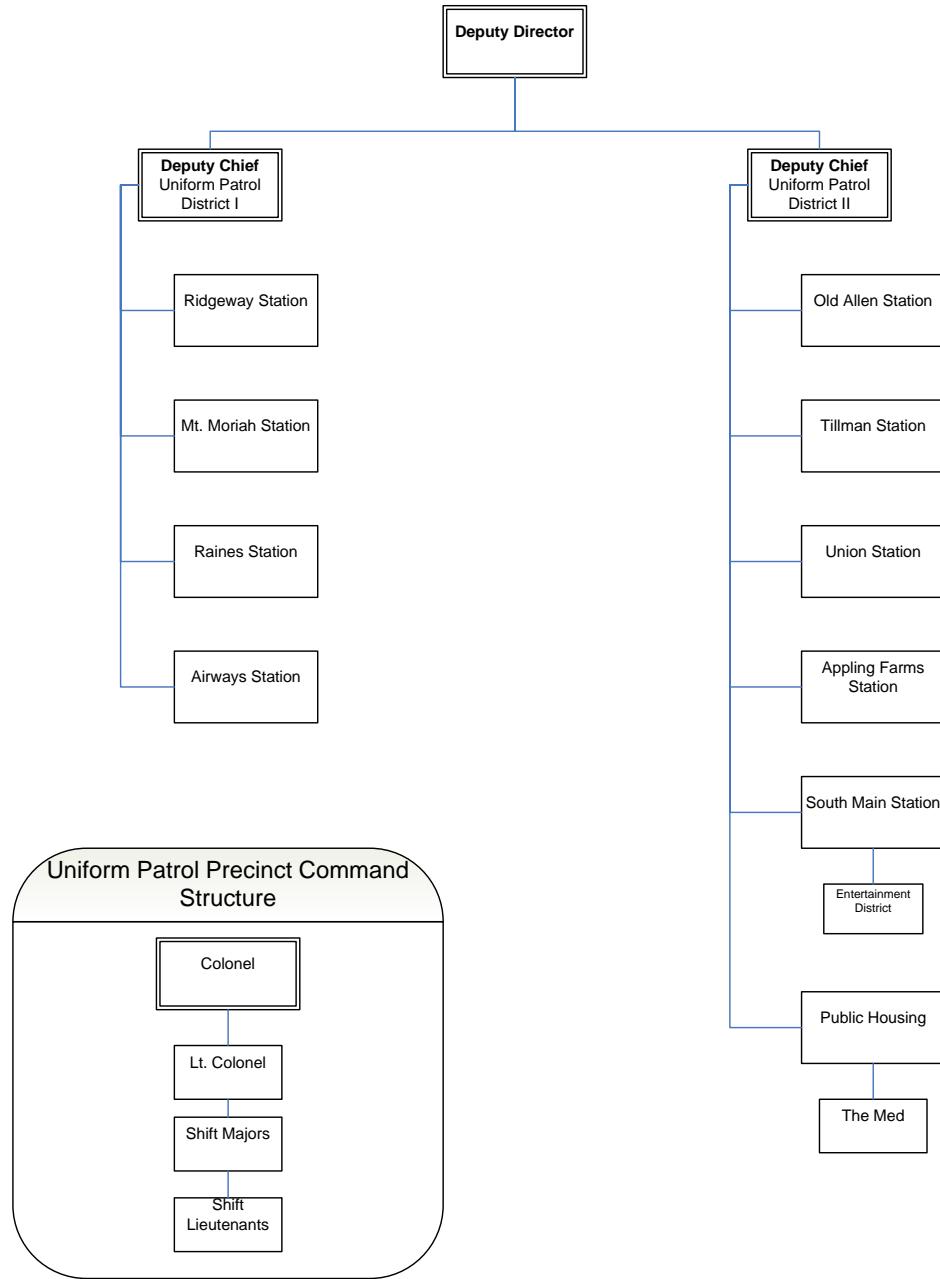
6 This data is taken from the 2010 Uniform Crime Reports. Memphis police department sworn and civilian staffing levels are actually higher in 2012 than the figures listed in this table. For the purposes comparison, 2010 numbers are used for all departments.

While the Memphis Police Department has more officers than the comparable departments, there is a difference in the amount and types of services provided by these departments. MPD can be considered a “full service” police department, as officers respond to even the most minor calls from citizens. The need for officers to respond to all calls can be managed through various call diversion programs and the civilianization of some sworn positions. Both of these issues are discussed later in the report.

Patrol Staffing and Organization

Organizational Structure

For patrol purposes, the City of Memphis is divided into nine precincts, combined into two police districts. District One is composed of Ridgeway, Raines, Airways and Mt. Moriah. District Two is composed of Union, Tillman, Appling Farms, South Main and Old Allen. Each District is commanded a Deputy Chief. Each precinct is headed by a Colonel, supported by a Lt. Colonel with shift majors and shift lieutenants. The following chart shows the organization of patrol in Memphis.



The Precincts

The precincts in Memphis are designed to reflect historic areas of the city and not to be administrative divisions for the purpose of equalizing workload. The table below shows statistical data about each precinct. It is organized based on the residential population of each precinct.

Comparison: The Precincts

Precinct	Population - residents	Square Miles	Patrol officers	Residents per square mile	Officers per residents	Officers per sq mi	Dispatches 2011
South Main	17,321	5.01	105	3457.3	6.1	21.0	39806
Ridgeway	52,827	21.71	107	2433.3	2.0	4.9	59,223
Union	67,350	31.13	155	2163.5	2.3	5.0	88,659
Airways	70,753	19.07	130	3710.2	1.8	6.8	78,076
Appling Farms	71,259	44.58	114	1598.5	1.6	2.6	55,654
Tillman	90,136	25.99	167	3468.1	1.9	6.4	80,248
Raines	95,178	74.02	146	1285.8	1.5	2.0	93,337
Mt. Moriah	97,485	42.71	141	2282.5	1.4	3.3	84,915
Old Allen	121,496	50.98	181	2383.2	1.5	3.6	109,611

The population per precinct varies from 17,000 residents in the South Main precinct to over 121,000 in Old Allen. South Main covers 5.01 square miles while Raines, the largest in area, covers 74.02 square miles. The South Main precinct is unique and encompasses downtown, the entertainment district, Beale Street and the Civil Rights Museum. During week days estimates are that several hundred thousand commuters work downtown. Large numbers of people also are downtown at nighttime and on weekends due to special events and the attractions of the entertainment district.

The differences in precinct size and area are reflected in the number of officers assigned. The smallest precinct – South Main – has 105 officers assigned while Old Allen has 181. The South Main officer allocation includes a group of officers labeled “the Entertainment District Unit” formed to address the additional traffic and larger crowds drawn to the area.

The Nature of Patrol Work in Memphis

Memphis Police Department patrol officers, as in most American law enforcement agencies, spend their time responding to calls for service from the public, engaging in self-initiated activity, and performing a variety of administrative tasks. Citizens ask for police service by calling the police dispatch center (either through 911 or on a non-emergency line), in person by hailing an officer in the field, or by making an appearance at a police facility. Officers responding to “calls for service” (CFS) may handle the incident informally, write a report about

the incident if necessary (usually when their preliminary investigation indicates that a crime has been committed), or, when circumstances warrant, make an arrest.

The amount of self-initiated activity is a measure of how proactive officers are. Officers may initiate an action because they see suspicious behavior, observe a traffic violation, are conducting a follow-up investigation to gather more information on a previous case, or are looking for suspects with outstanding warrants. Such activities are products of an officer's discretion. The officer decides when and where to begin these encounters. The frequency of self-initiated activities that an officer performs is dependent, to some extent, on how busy the officer is with calls for service and the availability of appropriate targets of opportunity.

Calls for service response and self-initiated work are both vital parts of patrol operations. The major difference between the two is that a police agency has little say over when calls for service are received – the public calls the police when they need the police. They usually expect the prompt arrival of a uniformed officer. Although some departments are able to influence this workload to some extent – separating urgent calls necessitating an immediate high priority response from non-urgent calls that may permit a delayed response – the times that calls originate cannot be controlled by the police. Self-initiated work is started by patrol officers when they are not responding to calls. The more time that is spent responding to calls for service, the less time there will be for self-initiated work, problem solving and community engagement activity.

For Memphis, for 2011, the following chart shows the most prevalent dispatch types, with both calls for service and officer initiated activity, city wide. The “number” column refers to the number of units that were involved in each activity. In some instances communications sends back-up unit(s) in addition to the primary unit. On some self-initiated activities, other units may volunteer to back-up the unit that began the activity.

Leading Dispatch Types Citywide 2011

Type of Dispatch Event	Number	Average per day
Traffic Stop	176,604	484
Burglar Alarm	66,095	181
Domestic Disturbance	59,231	162
Disturbance	58,275	160
9-1-1 Hangup Call	50,674	139
Suspicious Person	46,729	128
Accident	36,639	100
Theft	17,461	48
Armed Person	16,661	46
Prowler	14,377	39

The high volume of traffic stops indicates a proactive patrol force with officers engaging frequently in self-initiated activity. The daily average of 484 translates to an average of 20 traffic stops per hour across the city.

The high number of burglar alarms would seem to indicate that city's alarm ordinance may not be having much of an effect in reining in false alarm calls. According to the Memphis alarm ordinance, false alarms are penalized with increasing severity according to the number of times a false alarm is dispatched in a 12-month period. The first four false alarm dispatches do not incur a financial penalty. The first two merely result in an on-site written notice. The third false alarm dispatch results in a warning letter (in addition to the on-site notice), while the fourth results in a mandatory alarm-users class in addition to the third alarm notifications. After this, alarm users incur financial penalties, specifically a \$25 fine. The fifth false alarm dispatch results in an on-site written notice, a third warning letter, and a fine. The sixth violation results in an on-site written notice, an alarm inspection, a certified inspection letter from the user's alarm company, and a fine. The seventh violation results in an on-site written notice, a fine, and civil damages. False alarm dispatches in excess of seven during a 12-month period result in an on-site written notice, a fine, civil damages, and possible revocation of the user's alarm permit. In addition, future alarms may be considered false in nature and will require additional confirmation prior to a response.

Jurisdictions that have reduced alarm calls have either levied heavier fines sooner or required alarm companies to verify the validity of the alarm before the police are summoned.

The other most frequent dispatch types are generally typical of those found in comparable departments. In large jurisdictions like Memphis, disturbances – both domestic and other – are frequent reasons for requests for police service. Suspicious persons and traffic accidents are also common.

Another frequently occurring dispatch activity is 911 hang-ups. Multiple persons may call about the same event and because of the plethora of cell phones may hang-up as they see others calling. The police begin a response to each 911 call until it can be determined whether it is a duplicate, an accidental dialing, or that the police are not needed. Some 911 hang-ups may be a valid request for police service that was interrupted. For example, a domestic violence victim may begin a call but may then be forced to hang-up by the perpetrator. Consequently almost all 911 calls are dispatched while communications personnel try to determine whether the police response needs to continue or can be cancelled.

One dispatch activity that is not typically found in most frequent lists in other jurisdiction is “Armed Person”. The almost 17,000 dispatches of this type that occurred in 2011 in Memphis translate into an average per day of 46, a rate of almost two every hour. This may indicate that there is an element in danger in Memphis calls not found in the same degree in other cities.

The next set of tables show the top dispatch activities for each precinct.

Most Frequent Dispatch Types, By Precinct

AIRWAYS	Number	APPLING FARMS	Number	MT. MORIAH	Number
Traffic Stop	18143	Traffic Stop	12747	Traffic Stop	17991
Domestic Disturbance	8580	Burglar Alarm	7767	Burglar Alarm	9831
Disturbance	6923	Accident	5583	Domestic Disturbance	7246
9-1-1 Hangup Call	6790	Disturbance	4085	Disturbance	7001
Burglar Alarm	6243	Suspicious Person	3583	9-1-1 Hangup Call	6574
Suspicious Person	4810	Domestic Disturbance	3445	Suspicious Person	5220
Armed Person	2693	9-1-1 Hangup Call	2536	Accident	5114
Accident	2441	Theft	1939	Theft	2431
Prowler	1747	Directive Patrol	964	Armed Person	1879
Mental Consumer	1689	Prowler	931	Prowler	1874
Theft	1541	Fight	770	Burglary Report	1663
Fight	1468	Burglary Report	723	Fight	1655
Burglary Report	1362	Holding a Prisoner	686	Mental Consumer	1164
Directive Patrol	1321	Vandalism	681	Dog call	1151
Shots fired	1311	Dog call	637	Shots fired	1083

OLD ALLEN	Number	RAINES	Number	RIDGEWAY	Number
Traffic Stop	20266	Traffic Stop	25311	Traffic Stop	21636
Domestic Disturbance	12450	Burglar Alarm	8829	Burglar Alarm	5398
9-1-1 Hangup Call	9911	Domestic Disturbance	8794	Domestic Disturbance	4346
Disturbance	9507	9-1-1 Hangup Call	7891	Disturbance	3682
Burglar Alarm	8835	Disturbance	7300	9-1-1 Hangup Call	3498
Suspicious Person	7258	Suspicious Person	5428	Suspicious Person	3088
Armed Person	3495	Accident	3224	Accident	2453
Accident	3451	Armed Person	2383	Theft	1487
Prowler	2895	Theft	2094	Directive Patrol	1196
Theft	2640	Prowler	1974	Burglary Report	1053
Burglary Report	2467	Fight	1929	Prowler	1008
Fight	2385	Burglary Report	1686	Armed Person	974
Mental Consumer	2324	Shots fired	1326	Fight	716
Directive Patrol	1867	Mental Consumer	1267	Vandalism	711
Shots fired	1775	Dog call	1041	Dog call	705

SOUTH MAIN	Number	TILLMAN	Number	UNION	Number
Traffic Stop	13198	Traffic Stop	15898	Traffic Stop	24070
Suspicious Person	3887	Burglar Alarm	9056	Disturbance	8742
Disturbance	3628	Disturbance	7347	Burglar Alarm	7579
Burglar Alarm	2545	Suspicious Person	6370	Suspicious Person	6977
9-1-1 Hangup Call	2107	Domestic Disturbance	6145	Domestic Disturbance	6486
Domestic Disturbance	1730	9-1-1 Hangup Call	5163	9-1-1 Hangup Call	6202
Accident	1176	Accident	4914	Accident	3312
Theft	908	Theft	2459	Mental Consumer	2232
Directive Patrol	904	Armed Person	1905	Armed Person	2189
Mental Consumer	745	Prowler	1769	Fight	2076
Transport car for bureau or another unit	695	Burglary Report	1387	Theft	1960
Fight	673	Fight	1381	Prowler	1664
Out of vehicle on Foot Patrol	621	Mental Consumer	1347	Burglary Report	1104
Complaint (Not covered by another type)	613	Dog call	1304	Shots fired	809
Traffic Violation/Parking Violations	579	Loud Music	1278	Dog call	755

The leading dispatch types are fairly consistent across all nine precincts. Traffic stops, disturbances and domestic disturbances, 911 hang-ups, burglar alarms and suspicious persons are the top dispatch types in each precinct.

There is more variety in the next sets of frequent dispatch types. Five precincts – Airways, Mt. Moriah, Old Allen, Raines, and Union have frequent dispatch types which include “Armed Person” and “Fight”, and “Shots fired”. In each of these precincts there is an average of more than 12 dispatches a day for these potentially violent and serious episodes.

In addition to the high level of “Traffic Stops” – the most frequent dispatch activity in all of the precincts – five precincts – Airways, Appling Farms, Old Allen, Ridgeway and South Main – found enough time to have patrol officers conduct directed patrol (directive patrol (sic)) frequently enough that this category shows up in the most frequent activity lists for these precincts.

Another frequent dispatch type that is a bit surprising is “Dog Call”. Five precincts show this in their most frequent list – Appling Farms, Mt. Moriah, Raines, Ridgeway, Tillman and Union. There were approximately 8,250 patrol “dog call” dispatches. This is in addition to the some 20,000 annual calls for service recorded by Memphis Animals Service (MAS). MAS in its 2010 annual report states

“The field program is responsible for protecting the citizens of Memphis from animal related injury and disease and protecting our community’s animals against acts of cruelty and neglect. Fully staffed, Memphis Animal Services employs 18 Animal Services Officers. These officers respond to more than 22,000 calls for service. Animal Services Officers are available to respond to emergencies 24 hours a day 7 days a week.”

The city should consider whether responding to dog calls makes the best use of police officer time rather than ensuring the staffing and scheduling of the Animal Services personnel can be adjusted to substantially reduce this workload this call requires of the police department.

Patrol Staffing and Workload Distribution

Time Consumed

An initial step in determining whether the number of patrol officers is adequate in a jurisdiction is to compare available patrol officer time to the workload that needs to be performed. To begin this process, PERF considered the calls for service (CFS) data for each precinct for 2011. Averages were calculated to measure the average CFS workload (in hours) by hour of the day and day of the week.

The total time spent on CFS included the time spent by each patrol officer on each call from the time the officer was dispatched until the officer indicated to the dispatcher he/she completed the call, or “cleared” it. The call time was added into the hour block in which it occurred. For example, if the officer was dispatched at 1045 hours and cleared the call 35 minutes later at 1120 hours, 15 minutes was allocated to the 1000 – 1059 time block and 20 minutes was allocated to the 1100 to 1159 time block. The total amount of time was averaged for the year. The average CFS workload performed by patrol officers per hour in each precinct is displayed in the Appendix. The following chart shows as example of this data, using the Airway precinct.

Average Time Consumed by Calls for Service in Hours – 2011

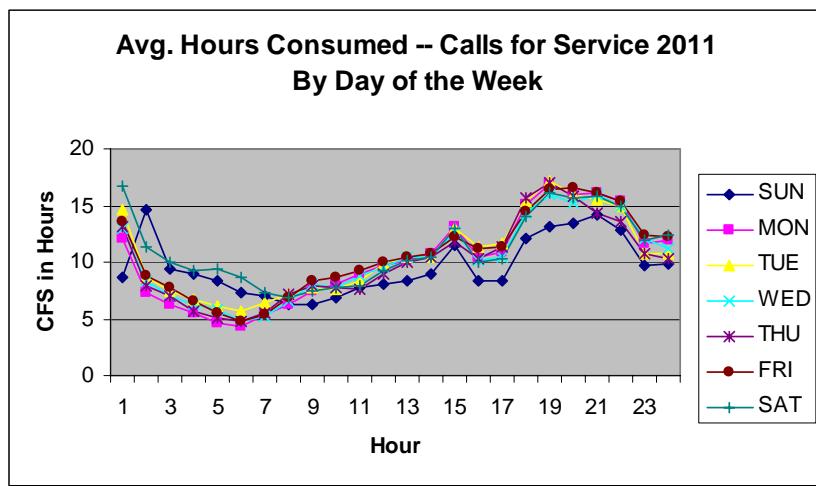
Airways Precinct

Hour	SUN	MON	TUE	WED	THU	FRI	SAT
0000	8.6	12.1	14.6	13	13.2	13.6	16.7
0100	14.7	7.3	8.7	8.3	7.9	8.8	11.4
0200	9.4	6.2	7.4	7	7	7.7	10
0300	8.9	5.5	6.7	6.3	5.6	6.5	9.2
0400	8.3	4.7	6.1	5.8	5.1	5.5	9.4
0500	7.3	4.3	5.7	4.8	4.8	4.8	8.6
0600	7	5.3	6.4	5.2	5.5	5.3	7.3
0700	6.3	6.2	7.1	6.5	7.1	6.8	6.9
0800	6.2	7.5	7.8	8	7.9	8.3	7.4
0900	6.8	8.1	7.6	7.8	7.7	8.7	7.8
1000	7.8	9	8.4	8.8	7.6	9.2	7.9
1100	8.1	9.7	9.8	9.6	9	10	9.3
1200	8.4	10.1	10.4	10.5	10	10.4	10.1
1300	9	10.7	10.4	10.5	10.4	10.7	10.5
1400	11.5	13.2	13	12.7	11.8	12.3	13
1500	8.4	10.5	11.3	10.1	10.3	11.2	10
1600	8.3	10.9	11.7	10.5	11.3	11.4	10.3
1700	12.1	15.1	15.3	14.4	15.6	14.5	14.1
1800	13.2	16.8	17.2	15.9	17	16.4	16.1
1900	13.5	15.9	15.9	15.2	15.8	16.6	15.6
2000	14.2	16.1	15.5	15.9	14.4	16.1	15.8
2100	12.8	15.4	14.9	14.9	13.6	15.3	14.9
2200	9.7	11.6	10.8	12.1	10.8	12.4	12
2300	9.8	11.9	10.8	11.2	10.3	12.2	12.4

The shaded areas represent periods of high calls for service time consumed – time blocks with an average time consumed of 14 hours or higher. In Airways there is a sustained high calls for service workload Monday through Saturday from 1700 hours through 2100 hours. There are also single workload peaks Tuesday morning from midnight to 0100 and just after midnight on weekends – Saturday from midnight to 0100 and Sunday from 0100 to 0200.

Similar tables were constructed for each precinct. They are displayed in the Appendix.

The adjacent chart shows the pattern in Airways in terms of hours consumed by calls for service for each day of the week. Although some days have more activity than others, the variation is not substantial. Also each day has approximately the same core pattern, with workload dropping after midnight to a



low point in the early morning hours then increasing through the day before a decline before 1700 and then peaking in the evening.

Schedule: Available Officers

The Memphis Police Department uses the same eight hour shift schedule across all precincts with the exception of those officers that make up the Entertainment District Unit in the South Main precinct. The normal precinct schedule is comprised of four eight hour shifts;

- A Shift – 11:30 pm -- 7:30 am
- B Shift – 7 am – 3 pm
- C Shift – 2 pm – 10 pm
- D Shift – 5 pm – 1 am

Officers on each shift are divided into three approximately equal sized work groups. Each group works five day followed by two days off. Periodically the days off sequence rotates so that each group gets access to the best days off. The work groups overlap so that at least two groups are always scheduled to be on-duty. On Saturday all three A Shift groups are scheduled. All B, C, and D shifts are scheduled to work on Friday.

Each precinct has a different number of officers (as discussed earlier) based on the characteristics of the particular area. Also, within each precinct the number of officers per shift varies according to perceptions of workload.

Tables were created for each precinct showing the number of officers scheduled to be in a patrol response capacity by day of the week and hour of the day in the same format as the “Average Time Consumed by Calls for Service” tables. These tables were adjusted to reflect the average number of officers that typically “show-up” each shift. Officers do not “show up” on every day they are scheduled to work. Absences may be due to vacation, illness, training, court appearances, or other leave time.

In departments similar to Memphis the show-up rate typically averages 75%. Consequently, a second set of calculations was made to the officers table to reflect this data. By overlaying the time consumed by calls for services and the average patrol officer time available table were produced that shows the average amount of officer time consumed by calls for service by hour of the day and day of the week. The following sample table using the Airways precinct shows the results of this comparison.

Airways Precinct

Average Per Cent of Patrol Officer Time Consumed by Calls for Service -- 2011							
Hour	SUN	MON	TUE	WED	THU	FRI	SAT
0000	27.30%	38.41%	46.35%	41.27%	41.90%	43.17%	35.34%
0100	89.09%	44.24%	52.73%	50.30%	47.88%	53.33%	46.06%
0200	56.97%	37.58%	44.85%	42.42%	42.42%	46.67%	40.40%
0300	53.94%	33.33%	40.61%	38.18%	33.94%	39.39%	37.17%
0400	50.30%	28.48%	36.97%	35.15%	30.91%	33.33%	37.98%
0500	44.24%	26.06%	34.55%	29.09%	29.09%	29.09%	34.75%
0600	42.42%	32.12%	38.79%	31.52%	33.33%	32.12%	29.49%
0700	28.00%	27.56%	31.56%	28.89%	31.56%	22.67%	25.92%
0800	43.51%	52.63%	54.74%	56.14%	55.44%	38.16%	51.93%
0900	47.72%	56.84%	53.33%	54.74%	54.04%	40.00%	54.74%
1000	54.74%	63.16%	58.95%	61.75%	53.33%	42.30%	55.44%
1100	56.84%	68.07%	68.77%	67.37%	63.16%	45.98%	65.26%
1200	58.95%	70.88%	72.98%	73.68%	70.18%	47.82%	70.88%
1300	63.16%	75.09%	72.98%	73.68%	72.98%	49.20%	73.68%
1400	34.85%	40.00%	39.39%	38.48%	35.76%	24.48%	39.39%
1500	44.80%	56.00%	60.27%	53.87%	54.93%	39.30%	53.33%
1600	44.27%	58.13%	62.40%	56.00%	60.27%	40.00%	54.93%
1700	35.85%	44.74%	45.33%	42.67%	46.22%	28.43%	41.78%
1800	39.11%	49.78%	50.96%	47.11%	50.37%	32.16%	47.70%
1900	40.00%	47.11%	47.11%	45.04%	46.81%	32.55%	46.22%
2000	42.07%	47.70%	45.93%	47.11%	42.67%	31.57%	46.81%
2100	37.93%	45.63%	44.15%	44.15%	40.30%	30.00%	44.15%
2200	64.67%	77.33%	72.00%	80.67%	72.00%	55.11%	80.00%
2300	42.15%	51.18%	46.45%	48.17%	44.30%	34.98%	53.33%

The shaded time blocks represent those that indicate over 50% of the average patrol officer time was consumed by calls for service. Sunday through Thursday, and on Saturday, from 0800 to 1700 the time consumed averages over 50%. Early Sunday morning, from 0100 to 0200 the the amount of officer time consumed averages 89%. Officers are very busy responding to calls for service during this period. Other very busy periods include Wednesday night from 2200 to 2300 and Saturday night also from 2200 to 2300.

The information below summarizes the calls for service data and the patrol officer time consumed for each of the nine precincts.

Airways

- The heaviest sustained call for service demand is Monday through Saturday from 1700 to 2200. The single peak calls for service time is Saturday just after midnight Friday from 0000 to 0100 hours.

- Early Saturday and Sunday mornings are higher than other early morning because of weekend activity. Sunday is generally the slowest day from 0600 throughout the day.
- Officers are busy each day – except Friday – from 0900 until 1400. The time block from 1200 to 1300 is also busy. Another sustained period of high time consumed is Sunday morning, beginning at 0100 and continuing to 0500. Nightly from 2200 to 2300 is another busy period partly due to the lack of a shift overlap during this time.

Appling Farms

- CFS workload seldom gets above 14 hours per time block.
- The consistent high period for calls for service time is Monday through Friday 1800 to 1900 and on Friday from 1700 to 2100. Friday is generally the day with the most time consumed by calls for service response.
- Patrol officers are busy, on the average, from Monday through Thursday from 0900 through 1300 and then again from 1500 to 1700. Sunday morning from 0100 to 0200 is very busy.

Mt. Moriah

- Daily from 1700 to 2200 there are high average periods of calls for service time consumed. There are also high periods just after midnight daily except for Tuesday.
- There are high levels of officers' time consumed by calls early Sunday morning from 0100 to 0600. The 105.5% time consumed from 0100 to 0200 indicates that Mt. Moriah are getting assistance routinely from other units, supervisors and officers from adjacent precincts are helping with the calls for service workload.
- Monday through Thursday from 0900 to 1400 and again Monday through Thursday from 1600 to 2100 are busy also. Daily from 2200 to 2300 officers are busy because of the lack of an overlap shift. .

Old Allen

- Old Allen has heavy average calls for service time everyday beginning at 0900 and continuing after midnight. The highest average calls for service time consumed is on Friday from 1800 to 1900.
- Periods during which patrol officers are busiest with calls for service work include early Sunday morning from 0100 to 0500. The average of 100% time consumed Sunday morning from 0100 to 0200 indicates that other help is being provided to Old Allen patrol officers, either by supervisors, special units or officers from other precincts.
- Old Allen officers have frequent periods where more than 50% of their time is consumed by calls for service. This is the case from 0900 through 2300 daily but for the overlap day of Friday. Daily from 2200 to 2300 is a very busy because of the lack of a shift overlap.

Raines

- There are daily heavy average calls for service time from 1700 through 2100. There are also peak times after midnight early Friday, Saturday and Sunday mornings.

- Patrol officers are consistently busiest, on the average, daily – except Friday – from 0900 to 1400. Peaks during this period are from 1200 through 1300. There is also a peak period, similar to that in some other precincts from 2200 to 2300.

Ridgeway

- Compared to most of the other precincts, the workload in Ridgeway is lower, never exceeding more than 12.3 hours in a time block. Calls for service workload is highest Monday through Wednesday from 1200 to 1400 and then again on Monday and Tuesday from 1700 to 2100.
- Patrol officers are busiest, on the average, Monday through Thursday and again on Saturday from 0900 until 1400. There is another peak spot like in other precincts from 0100 to 0200 Sunday morning.

South Main

- The average time consumed by calls for service in South Main is lower than for any other precinct. Peaks times reflect the nature of the district with weekend nights and early mornings showing peaks as people come downtown for the attractions of the entertainment district.
- There are few times when more than 50% of patrol officers' time is consumed by calls for service. The busiest period is from 0100 through 0200 on Sunday morning.

Tillman

- The consistently highest average calls for service time consumed is from 1700 through 2100 Monday through Saturday. Another consistent high level of calls for service time is between 1400 and 1500 Monday through Saturday.
- Patrol officers are busiest with calls for service, on the average, Monday through Thursday from 1000 to 1400. There is also a peak period on Sunday morning, as with other precincts, from 0100 through 0200.

Union

- Weekdays from 1700 until 1900 there are high average times consumed for calls for service. Thursday has a sustained high period from 1700 to 2100. There are also peak periods on Friday, Saturday and Sunday early mornings just after midnight.
- Overall there are fewer times in the Union than in some of the other precincts when the time patrol officers have available averages more than 50%. Peak periods are Monday through Thursday from 1100 through 1300 and then again from 1500 to 1600. As is typical with other precincts the hour from 2200 to 2300, daily, is busy because of the lack of a shift overlap. Sunday, from 0100 to 0200 is also a peak.

Summary

There are similarities in the patterns of officer time consumed across the precincts. Most have a very busy period from 0100 to 0200 on Sunday morning (a continuation of high work load late Saturday night). This is in part due to the shift change that takes place at that time. Another

almost daily peak period in many precincts is also due to a shift change and the lack of overlap from 2200 to 2300 hours. Another common pattern is levels of time consumed above 50% Monday through Thursday from mid-morning to 1300 or 1400.

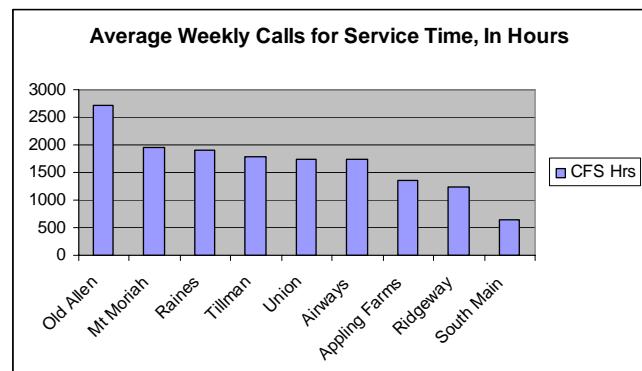
These common patterns are partly a product of the shift schedule being the same for each precinct. Some consideration should be given to allowing the precinct commanders some flexibility with their shift times to see if they can better match their personnel to the calls for service workload.

The next table lists the population, the number of officers assigned, the average weekly hours of calls for service time and the average per cent of patrol officers' time consumed for each precinct. It is sorted by the average time consumed by calls for service.

Precinct Average Time Consumed by Calls for Service by Week
Sorted by Average Calls for Service Time

Precinct	Population	Officers	CFS Hrs	CFS %
Old Allen	121,496	181	2710	49.9%
Mt Moriah	97,485	141	1952	46.1%
Raines	95,178	146	1903	43.4%
Tillman	90,136	167	1785	35.6%
Union	67,350	155	1737	37.4%
Airways	70,753	130	1734	44.5%
Appling Farms	71,259	114	1356	39.6%
Ridgeway	52,827	107	1232	38.4%
South Main	17,321	105	641	20.4%

The adjacent chart shows the averages in graphical rendering. Old Allen has more than four times the calls for service workload that South Main does and more than double that of Appling Farms and Ridgeway.



The following table shows the ranking by the weekly average amount of patrol officer time consumed by calls for service for the nine precincts.

Average Per Cent of Patrol Officer Time Consumed by Calls for Service

Precinct	Officers	CFS %
Old Allen	181	49.9%
Mt Moriah	141	46.1%
Airways	130	44.5%
Raines	146	43.4%
Appling Farms	114	39.6%
Ridgeway	107	38.4%
Union	155	37.4%
Tillman	167	35.6%
South Main	105	20.4%

Overall average patrol officer time consumed by calls for service is 41.9% excluding South Main. South Main is not staffed primarily to respond to calls for service. Its allocation is charged with striving to keep the downtown safe for the large commuter population, the residents, and those that come to the entertainment district, Beale Street, and the Civil Rights Museum.

Even setting aside South Main there is a wide disparity in how busy patrol officers are. Almost half of Old Allen patrol officers time is spent on calls for service while only 35.6% of the Tillman time is consumed by CFS response.

There are no universally accepted standards for how much patrol time should be consumed by calls for service. One department may set an informal target at 30% to 40%. Another department may determine that patrol officer calls for service time should not exceed an average of 60%. An old rule of thumb, recognized before community policing became prevalent, was that one-third of an officer's time should be spent on calls for service, one-third on self-initiated activity, and one-third on uncommitted patrol time. A desire for some of an officer's time to be devoted to community policing activities altered that old rule and led to many variations dependent on local considerations.

Often how patrol officer time is spent is not closely tracked or subject to a formal target. PERF's staff work in other cities has shown variation in targets for patrol time use. Kansas City, MO has a standard of 35%. Chandler, AZ (a large Phoenix suburb) set a standard of 40%. In San Francisco, the time consumed varied in each of the city's ten police districts from a low of 30% to a high of just over 50%. Tallahassee, FL, with an actual figure of 67%, set a target to reduce call-for-service time to 50%. West Palm Beach, FL set a target at 45%.

Self Initiated Activity

The amount of time consumed by self initiated activity is a product of officer initiative, supervisory pressure and available time. It varies widely from agency to agency. In some agencies with light calls for service workload, 40% of the available time consumed may be by self initiated activity. In other agencies with heavy calls for service workload self initiated time may average less than 15%. The next table shows the average time consumed by self initiated time in each Memphis precinct.

Average Weekly Time Consumed by Self initiated Activity

Precinct	Officers	SI Hrs	% Officer Time Consumed by SI Activity
South Main	105	462.2	14.7%
Ridgeway	107	385.3	12.0%
Old Allen	181	603.7	11.1%
Raines	146	476.4	10.9%
Union	155	473.6	10.2%
Airways	130	366.2	9.4%
Mt Moriah	141	355.5	8.4%
Tillman	167	407.2	8.1%
Appling Farms	114	227.6	6.7%

Although Old Allen had the highest average time spent on self initiate activity at 603.7 hours per week, South Main was ranked fourth at 462.2 hours. South Main with its mission of crowd control during special events and order maintenance in the entertainment district ranked highest in terms of average patrol officer time spent on self initiated active at 14.7%. Appling Farms ranked lowest both on the total average time consumed and the per cent of officer time consumed by self initiated activity.

The next table shows the total average patrol officer time consumed by calls for service and self initiated activity for each precinct.

Average Patrol Officer Time Consumed

Precinct	CFS %	SI Per %	Total Average Time Consumed
Old Allen	49.9%	11.1%	61.0%
Mt Moriah	46.1%	8.4%	54.5%
Raines	43.4%	10.9%	54.3%
Airways	44.5%	9.4%	53.9%
Ridgeway	38.4%	12.0%	50.4%
Union	37.4%	10.2%	47.5%
Appling Farms	39.6%	6.7%	46.3%
Tillman	35.6%	8.1%	43.8%
South Main	20.4%	14.7%	35.0%

Although South Main has the lowest total patrol officer time consumed this is due to the nature of the job in that precinct. For the other precincts there is a 17% spread from the busiest – Old Allen at 61% total time consumed – to the least busy Tillman at 43.8% time consumed. The variation between the highest and lowest is mainly accounted for by the CFS difference of almost 15% -- 49.9% in Old Allen compared to 35.6% in Tillman.

The department should consider a redistribution of patrol officers to create a more balanced calls for service workload among the precincts. The overall average officer calls for service time consumed for the eight precincts (minus South Main) is approximately 42%. The following table shows the allocation of officers to each precinct to bring each precinct to an approximate 42% patrol officer calls for service time.

Patrol Officer Allocation for 42% Calls for Service Time

Precinct	Current Officers	Officers Needed to Achieve 42% CFS Time Consumed	Change
Old Allen	181	215	+34
Mt Moriah	141	155	+14
Airways	130	137	+7
Raines	146	151	+5
Appling Farms	114	107	-7
Ridgeway	107	98	-9
Union	155	137	-18
Tillman	167	141	-26
South Main	105	105	N/A

In general, an average patrol officer CFS time consumed of 42% would allow sufficient time to respond to calls for service and to conduct (and possibly expand) proactive policing through officer initiated actions such as vehicle stops. Additionally, there would be sufficient time available to expand problem solving activities and community engagement.

Investigative Services Division Staffing and Organization

Investigative Services fulfills the investigative function of the Memphis Police Department by “thoroughly reviewing the details surrounding every crime committed in Memphis.”

Investigative Services works with all sections of the department and with other law enforcement agencies to solve crime. This is accomplished through the investigation of criminal cases, the identification of offenders and the successful criminal prosecution of defendants.

Investigative Services is comprised of the Crimes against Persons and Property Crimes investigative bureaus, which include Crime Scene Investigations and participation in various multi-agency task forces. Investigative Services is under the command of a Deputy Chief who is assisted by two Majors; one overseeing the Crimes against Person bureaus and the other Property Crimes bureaus. Each bureau is supervised by a number of lieutenants, based upon various criteria, including the type of investigations conducted and the number of investigators assigned to each bureau. In the Memphis Police Department, all investigators hold the rank of police sergeant. Each bureau has the position of “Bookman”, an investigator who has administrative rather than investigative duties including reviewing all cases and assigning them to investigators based upon the criteria established in each bureau. Ancillary duties of this position include maintaining bureau statistics, assisting with in-custody arrest processing and Grand Jury presentations.

Staffing levels in Investigative Services is based upon a staff analysis report dated March 15, 2012. Members of Investigative Services work primarily an eight-hour day shift schedule with two rotating set of days off: Saturday/Sunday and Wednesday/Thursday.

During the Police Executive Research Forum’s analyses of Investigative Services, the following **policing best practice** was identified. Each bureau is responsible for establishing annual written goals and objectives. Such a practice is beneficial in maintaining the professionalism of Investigative Services and keeps each working unit in support of greater organizational aspirations.

Crimes Against Persons

Homicide Bureau

The Homicide Bureau is responsible for conducting investigations into all deaths: homicides, suicides along with natural and accidental deaths. The bureau also investigates extortion cases involving a death threat; kidnapping cases with a ransom demand; missing persons cases where foul play has been established and some serious assaults; and officer involved shooting incidents where a suspect is wounded. The Homicide Bureau is also occasionally used by the command staff for certain special investigations. Due to the specialized nature of the cases handled by the bureau, investigators are available to respond after regular business hours should the circumstances dictate and members of the Felony Response unit request assistance.

The Homicide Bureau's 2012 Goals and Objectives are:

- Maintain a clearance rate that is significantly higher than the national average;
- Acquire grant funding to assist in additional training for the "Cold Case" squad and to provide funds for more advanced DNA examinations of evidence in old cases;
- Build two-way communications with the Shelby County Attorney General to ensure violent criminals are charged and convicted and use feedback to increase the effectiveness of investigations;
- Increase training in the analysis of information technology and provide training in shooting and crime scene reconstruction; and
- Obtain and maintain a complement of 20 investigators.

The Homicide Bureau is staffed with two lieutenants, 18 investigators, one full-time clerk and one part-time clerk. According to the Investigative Services staffing report, the bureau is carrying two investigator and one general clerk vacancies.

A team approach is used to investigate newly reported homicides. Investigators generally are assigned primary responsibility for a case based on a rotational system. Two investigators are assigned to "cold cases" who work in cooperation with the Shelby County District Attorney's Office to attempt to solve these old cases. All Natural Death Reports are reviewed by the bureau's Bookman.

The following chart illustrates the number and type of cases investigated by the Homicide Bureau in 2011:

2011 Homicide Bureau Activity

Type of Investigation	Cases	Cases Cleared	Percentage Cleared
Homicides			
Criminal	119	88	73.9%
Justified	28	28	100.0%
Total Homicides	147	116	78.9%
Other Deaths			
Natural Deaths	1196	1196	100.0%
Unknown Deaths	580	0	0.0%
Accidental Deaths	26	25	96.2%
Suicide Deaths	29	29	100.0%
Attempted Suicide	377	377	100.0%
Other Deaths	36	36	100.0%
Total Cases	2,391	1,779	74.4%

The Homicide Bureau investigated a total of 2,391 cases in 2011. Fifty percent were natural deaths and 24% were deaths of unknown cause. Six percent of the cases investigated by the bureau were homicide cases. Investigators arrested 104 homicide suspects in 2011. Investigators cleared nearly 80 % of their cases, significantly higher than the national clearance rate for homicides of 64.8%.

The bureau maintains exceptional statistical information on homicides occurring in Memphis including weapons, motives, demographical data on victims and offenders, the relationship between the victim and offender and a breakdown of homicides by precinct. Such was identified by PERF as a **policing best practice**.

Recommendation: The Homicide Bureau should standardize the organization of homicide case files. While each homicide case file contains all pertinent information, the organization of the file is left to the case agent. The department is utilizing resources in the investigation of “cold cases” and the standardization of files would assist in this venture as current cases become “cold”.

Missing Persons Bureau

The Missing Persons Bureau is responsible for the investigation of all runaways and all missing persons reported to the Memphis Police Department.

The Missing Persons Bureau’s 2012 Goals and Objectives are:

- Thoroughly investigate cases;

- Diligently search for all missing people;
- The safe return of all victims;
- Keeping families informed;
- Close/clear cases promptly;
- Establish a closer working relationship with other agencies;
- Obtain DNA samples from family where appropriate; and
- Familiarize family members with the NamUs Database.

The Missing Persons Bureau is staffed with one lieutenant, nine investigators and no civilian support positions. According to the Investigative Services staffing report, the bureau is carrying one investigator vacancy.

Cases in the Missing Persons Bureau are assigned on a rotational basis after review by the “Bookman.” In high priority missing person cases, the bureau uses an “all hands” approach, assigning investigators to the field as well as Headquarters to provide vital logistical support. Unique to the Missing Persons Bureau is the requirement for the timely entry of information in various computer systems, including the National Crime Information Center (NCIC) and the Tennessee Crime Information Center (TCIC) as well as the collection of DNA in appropriate cases. Cases initiated after normal business hours of the Missing Persons Bureau are handled by the Felony Response investigators.

The following table illustrates the number and type of cases investigated by the Missing Persons Bureau in 2011:

2011 Missing Persons Bureau Activity	
Type of Investigation	2011
Missing Persons	1,188
Runaways	2,344
Total Cases	3,532
Number of Cases Cleared	3,356
Percentage of Cases Cleared	95%

One-third of the cases handled by the Missing Person’s Bureau in 2011 involved missing persons while the remaining two-thirds were runaways. The bureau was successful in clearing 95% of its cases during the year. The establishment and organization of the Memphis Police Department’s Missing Persons Bureau was identified by PERF as a **policing best practice**.

Felony Assault Unit

The Felony Assault Unit investigates all non-Domestic Violence aggravated assault cases, kidnappings with no ransom, and assaults. The Felony Assault Unit is staffed with two lieutenants, twelve investigators and one part-time clerk. According to the Investigative Services staffing report, the unit is carrying one investigator and one transcriptionist vacancies.

Aggravated assault investigations are assigned on a rotational basis by the Bookman. An aggravated assault that turns into a homicide is handed off to the Homicide Bureau to complete the investigation. Members of the Felony Assault Unit may also be called upon to assist in homicide investigations as needed.

The following table illustrates the number and type of cases investigated by the Felony Assault Unit in 2011.

2011 Felony Assault Bureau Activity

Type of Investigation	2011
Aggravated Assaults	2,583
Other Offenses *	484
Total Cases	3,067
AA Cases Cleared	1,507
Percentage of AA Cases Cleared	58.3%

* Non-Custodial Kidnapping, DV Assaults, Simple Assaults
Thefts and Robberies.

Members of the Felony Assault Unit cleared 58.3% of the aggravated assault cases investigated in 2011 for a clearance rate of 58.6%. This is higher than the national average of 56.4%. The bureau reports a gun was used in approximately 3% (77) of the aggravated assaults; knives or edged weapons were used in about 15% (376) of the incidents; an object was the weapon in 23% (602) of the cases and physical force accounted for the remaining 60% (1,558) of the offenses.

Robbery Bureau

The Robbery Bureau is responsible for conducting investigations of all robberies occurring within the jurisdiction of the Memphis Police Department. These robbery investigations include money snatches, purse snatchers, strong-armed robberies, and armed robberies. The Robbery Bureau will also investigate extortions, kidnappings and other criminal investigations as directed by the command staff.

The Robbery Bureau's 2012 Goals and Objectives are:

- Have a clearance rate which will exceed the national average as established by the F.B.I. This will be achieved through continuing education and strengthened by effective leadership
- Training of Investigators
- Utilizing outside resources
- Ensure that each citizen dealing with the Robbery Bureau is treated with respect and professionalism

The Robbery Bureau is staffed with two lieutenants, 23 investigators, one full-time clerk and two full-time transcriptionists. According to the Investigative Services staffing report, the bureau is carrying four investigator vacancies. The investigators in these positions were transferred to the Safe Streets Task Force.

Cases are distributed electronically to investigators by the Bookman using both a rotational and geographic strategy. Members of the bureau attend a daily roll call to discuss cases to familiarize other investigators about trends and common offenses. The responsibility for business robberies, car jacking and bank robberies have been transferred from the Robbery Bureau to other investigative functions including the Safe Streets Task Force and Investigative Support Unit.

The following table illustrates the Robbery Bureau's activity for 2011:

2011 Robbery Bureau Activity

Target of Robbery	Cases	Cases Cleared	Percentage Cleared
Person	2,655	823	31.0%
Business	268	121	45.1%
Carjacking	138	68	49.3%
Non-Robbery Investigation*	406	193	47.5%
Total	3,467	1205	34.8%

* Extortions, Kidnapping and other criminal investigations.

Over three-fourths of the cases investigated by the bureau involve an individual victim. This is part of the rationalization for assigning cases geographically, since the majority of these offenses are neighborhood based. The combined clearance rate for all robbery cases investigated by the Robbery Bureau in 2011 was 33%, above the national average of 28.2%.

Domestic Violence Bureau

The Domestic Violence Bureau is responsible for all Domestic Violence related crimes including aggravated assaults, intimidation, harassing/threatening phone calls, simple assaults, stalking, theft, violation of Orders of Protection, and elder abuse.

The Domestic Violence Bureau's 2012 Goals and Objectives are:

- Seek additional funding and resources for specialized training in domestic violence investigations;
- Train all Domestic Violence Investigators to handle Protection Orders and elder abuse cases;
- The implementation of additional investigative resources;
- Add additional investigators to the Domestic Violence Bureau;
- Foster interactive DV discussions, education and problem solving with policy makers, domestic violence advocates, mental health experts, and the media to develop new tools for intervention and preventing domestic violence; and
- Utilize local media outlets to disseminate information regarding domestic violence, elder abuse and the Domestic Assault Response Team.

The Domestic Violence Bureau is staffed with two lieutenants, 14 investigators, one full-time counselor, one full-time clerk and one part-time clerk. According to the Investigative Services staffing report, one investigator position and one clerk position are vacant.

The Domestic Violence Bureau conducts follow-up investigations on all felony cases. Generally, misdemeanor offenses are reviewed by the Bureau and referred to the District Attorney's office for criminal charging unless circumstances dictate otherwise.

The bureau has initiated innovative strategies to decrease the occurrences of domestic violence and intervene in the cycle of violence in Memphis. Examples include the Domestic Violence Protection Order Team (DVPOT) and the Domestic Assault Response Team (DART). Members of the DVPOT investigates violations of orders of protection, prepare warrants for the arrest of offenders, and coordinate with Pre-trial Services, Shelby County Sheriff's Office, and the Shelby County District Attorney General's Office to assist the victims of domestic violence and their families. DART was initiated as a pilot program designed to reduce the number of domestic assaults and escalation of injuries by conducting investigative follow-up to simple domestic

violence assault cases. PERF has identified these efforts of the Memphis Police Department as being **policing best practices**.

The following two tables illustrate the number and type of cases investigated by the Domestic Violence Bureau in 2011:

2011 Domestic Violence Bureau Activity

Type of Investigation	2011
Simple Assault	13,183
Intimidation	2,537
Aggravated Assault	1,858
Memos	1,667
Vandalism - Misdemeanor	1,416
Harassing/Threatening Phone Calls/Text	1,228
Vandalism - Felony	423
Violation of Order Protection	393
Stalking	282
Other	244
Theft	234
Burglary	203
Weapons Violation	28
Total	23,696

Over half, nearly 56% of all domestic violence reported offenses are for simple assault. The DART program was designed to address this significant issue and prevent further abuse by domestic partners. Aggravated assault is the most common offense in which members of the bureau conduct follow-up investigations.

2011 Elder Abuse Activity

Type of Investigation	2011
Neglected	438
Abused	267
Exploited	63
Total	768

The Domestic Violence Bureau is also responsible for the investigation of allegations of elder abuse. In 2011, the bureau conducted 768 investigations into the neglect, abuse or exploitation of elderly victims.

Felony Response

The Felony Response Bureaus have city-wide responsibility for conducting the preliminary investigation into violent crimes and complete investigations into less serious crimes when these crimes occur between the hours of 4:00 p.m. and 8:00 a.m. when specialist investigators are not on-duty. One group, Felony Response C works 4:00 pm to midnight and Felony Response A works from midnight to 8:00 a.m. Felony Response investigators provide an after hours point of contact for the coordination of day shift bureaus and specialized units as well as an after hours contact for outside law enforcement agencies and the news media. Staffing of Felony Response is accomplished through the bidding process (based upon seniority as a sergeant), and generally fluctuates throughout the year.

Crimes investigated by these bureaus include: homicide; suicide; infant and child deaths; crimes involving critical injuries to victims or suspects; bank robberies; shootings with injuries; shootings involving police officers; home invasion robberies involving injuries or unusual circumstances; accidental injuries resulting in critical injuries; active or in-progress kidnappings; burglaries and thefts involving large sums of cash or property loss; serial incidents identified or tracked by other bureaus; and any incident where the Night Duty Commander requests investigative services. Unlike specialist investigators, Felony Response investigators do not carry an investigative case load. Members of these bureaus respond to the scene to conduct the initial investigation which is then “handed off” to an investigator in the bureau handling that specific classification of criminal offense.

The 2012 Goals and Objectives for the “A” and “C” Felony Response are:

- Increase the quality of investigative work completed
- Improve communication and cooperation between Felony Response and Uniform Patrol
- Assist the day shift bureaus in the accomplishment of their goals and objectives.

Felony Response “A” Shift

The Felony Response Shift “A” works from midnight to 8:00 a.m. seven days per week, and is staffed with three lieutenants, 22 investigators, one full-time secretary and one full-time Transcriptionist. According to the Investigative Services staffing report, the shift is carrying five investigator vacancies.

Requests for investigators to respond to the field are assigned on a rotational basis by the on-duty Felony Response shift lieutenant. It is the responsibility of the investigator to conduct a

thorough preliminary investigation. Those cases that cannot be completely investigated during the shift are forwarded to specialist bureau investigators for further action.

The following table illustrates the number and type of cases investigated by the Felony Response “A” Shift in 2011:

2011 Felony Response “A” Shift Activity

Investigative Offenses	Investigations	Arrests
Homicide	64	32
Suicide/Accidental Death	65	--
Sex Offenses/Juvenile Abuse	112	108
Robbery (Individual & Business)	230	188
Kidnapping	17	--
Aggravated Assault (DV)	221	242
Aggravated Assault (Non-DV)	319	160
Burglary (Business & Residential)	177	233
Auto Theft	83	170
Theft/Fraud	107	--
Missing Persons	58	--
Other	80	14
General Investigation Cases	--	77
Total	1,533	1,224

According to the Felony Response “A” Shift 2011 Annual Report, investigators initiated an investigation in 64% of the 2,395 calls for service they responded to, which resulted in the 1,533 investigations listed in the above table. The shift averaged 11 investigators per day and received an average of 9.2 calls per day resulting in the initiation of 4.2 investigative cases per day.

Felony Response “C” Shift

The Felony Shift “C” works from 4:00 p.m. to midnight seven days per week and is staffed with three lieutenants, 28 investigators, one full-time clerk and one full-time Transcriptionist.

According to the Investigative Services staffing report, the shift is carrying four investigator vacancies.

As with the “A” shift, responses to calls for investigators in the field are assigned on a rotational basis by the on-duty Felony Response shift lieutenant. It is the responsibility of the investigator to conduct a thorough preliminary investigation. Those cases that cannot be completely investigated during the shift are forwarded to specialist bureau investigators for further action.

The following table illustrates the number and type of cases investigated by the Felony Shift “C” Shift in 2011:

2011 Felony Response “C” Shift Activity

Investigative Offenses	Investigations	Arrests
Homicide	47	15
Suicide/Accidental Death	96	
Sex Offenses/Juvenile Abuse	78	124
Robbery (Individual & Business)	190	176
Kidnapping	12	
Aggravated Assault (DV)	227	278
Aggravated Assault (Non-DV)	424	243
Burglary (Business & Residential)	309	417
Auto Theft	113	205
Theft/Fraud	175	
Missing Persons	84	
Other	106	84
General Investigation Cases		104
Total	1,861	1,646

According to the Felony Response “C” Shift 2011 Annual Report, investigators initiated an investigation in 60% of the 3,083 calls for service they responded to in the field, which resulted in the 1,861 investigations listed in the above table. The shift averaged 15 investigators per day and received an average of 8.4 calls per day resulting in the initiation of 5.1 investigative cases per day.

Recommendation: Investigators assigned to the Felony Response “C” Shift should become specialists and mirror the bureaus within Investigative Services. In some cases it may be necessary for some sergeants to specialize in more than one crime type. Assignments should be made by command staff based upon the skill set of investigators. Reorganizing the Felony Response “C” Shift will improve the quality control of investigations and improve the communication and relationship between the two work groups. In some cases the Shift investigator may now be able to carry a case load and serve as a resource for the day watch investigators to contact victims, witnesses and other subjects. This may advance the case without requiring the use of overtime.

Sex Crimes/Child Abuse Bureau

The Sex Crimes/Child Abuse Bureau is comprised of the four inter-related disciplines of sex crimes, child abuse, the MPD’s sexual offender registry and internet crimes against children program. Due to the specialized nature of the cases handled by the bureau, investigators are

available to respond after regular business hours should the circumstances dictate and members of the Felony Response unit request assistance.

Child Abuse personnel are located off site at the Child Advocacy Center to provide a one stop location for services. Weekly meetings are conducted at the center between members of the MPD, Department of Child Services and Shelby D.A. Office to discuss cases and processes. PERF identified this multi-agency and discipline approach to child abuse investigations as a **policing best practice**.

Members of the Sex Crimes Section have investigative responsibility for all sex crimes involving victims thirteen years of age and older which includes: forcible rapes and attempts, forcible fondling, forcible sodomy and sexual assaults with an object. Investigators also handle kidnapping, non-domestic stalking, exhibitionists, peeping toms and custodial interferences.

The Child Abuse Section has investigative responsibility for sex crimes involving victims under the age of thirteen; physical abuse of children under the age of 18; sexual abuse of victims between the age of 13 to 18 involving an authority figure; child neglect; and child abuse. Members of the Sexual Offender Registry Section (SOR) maintain the registry of sex offenders who reside or work within the jurisdiction of the Memphis Police Department and are responsible for the compliance verification and enforcement of offenders. Finally, the Internet Crimes Against Children (ICAC) Section is responsible for investigating sexual offenses and attempts committed by electronic means involving victims under the age of 18.

The Sex Crimes/Child Abuse Bureau's 2012 Goals and Objectives are:

- Increase clearance arrest rates of reported cases in Sex Crimes and Child Abuse by 10 percent;
- Increase training in DNA, CODIS and Rape Crisis;
- Enhance Sex Offender Registry Procedures for Tennessee Bureau of Investigations;
- Address child pornography and human trafficking cases; and
- Assign four investigators to focus on the investigation of cold cases.

According to the Investigative Services staffing report, the Sex Crimes/Child Abuse Bureau has 45 members who are assigned by sub-units in the following manner:

Sex Crimes/Child Abuse Bureau Staffing

Investigative Unit	Lieutenants	Sergeants (Actual)	Civilians	Sergeants (Vacancies)
Sex Crimes - Adult	2	10	4	4
Sex Crimes - Juvenile Abuse	1	7	--	3
Sex Offender Registry	1	3	--	3
Sex Crimes ICAC	--	4	--	--
Total	4	27	4	10

The bureau has the greatest number of vacancies of the person investigative sections in both number and percentage.

The following table illustrates the number and type of cases investigated by the Sex Crimes/Child Abuse Bureau in 2011:

2011 Sex Crimes/Child Abuse Bureau Activity

Offense Classification	Cases Assigned	Cases Cleared	Clearance Rate
Forcible/Attempt Rape	301	222	73.8%
Forcible Fondling	386	191	49.5%
Forcible Sodomy	78	48	61.5%
Sexual Assault with an Object	18	8	44.4%
Statutory Rape	76	68	89.5%
Stalking	77	24	31.2%
Peeping Tom	25	3	12.0%
Exhibitionist	78	43	55.1%
Custodial Interference	163	45	27.6%
Kidnapping	25	15	60.0%
Child Abuse (Aggravated)	105	82	78.1%
Child Abuse (Simple)	175	58	33.1%
Incest	2	4	200.0%
Child Neglect	22	8	36.4%
Total	1,531	819	53.5%

Informational memorandums on potential child abuse and sexual assault incidents are not included in the 1,531 cases investigated by the Bureau. Such reports may be forwarded to the Bureau for investigation by Child Protective Services, Uniform Patrol Officers or other sources. These cases are thoroughly investigated and significantly add to the workload of the bureau. It is estimated 125 investigations are initiated each month based upon this source, nearly doubling the total number of actual investigations completed by the bureau to approximately 3,000 per year.

The Sexual Offender Registry (SOR) is responsible for approximately 1,400 registrants in the jurisdiction of the Memphis Police Department. As a result of the Adam Walsh Child Protection and Safety Act of 2006, violent sexual offenders must update their whereabouts on a quarterly basis and all others must report on an annual basis. It is estimated half of the registered offenders in Memphis fall into the violent offender category, 80 percent of which voluntarily comply with such notification. The department assigns appointments to registered offenders to provide compliance with the law. The bureau is currently seeking funding to establish a kiosk system to have offenders self-report which will provide compliance with the Adam Walsh Child Protection and Safety Act with significant time savings to the department.

The Internet Crimes Against Children (ICAC) program is funded through the state of Tennessee and is renewable annually. Investigators have authority throughout Shelby County and provide assistance to outside agencies. The training and equipment provided by the grant may also be instrumental in other types of investigations where computer forensic specialists are needed.

Recommendation: The Sex Crimes/Child Abuse Bureau should keep an accounting of the action and disposition of memorandums to establish a more accurate representation of workload:

This data may be helpful in tracking all potential cases and assist in establishing proper staffing levels for the bureau.

Recommendation: The Sex Crimes/Child Abuse Bureau should work to civilianize most of the positions within the Sexual Offender Registry: Several of the functions of the SOR such as meeting with and updating offenders may be performed by well-selected and trained civilians. Such a transition will enable the sworn members of the unit to perform field duties associated with those offenders not voluntarily complying with registry requirements, which can only be accomplished by a commissioned officer.

Vehicle Storage

The Memphis Police Department has a large vehicle impound lot that is operated completely by a civilian staff. This group is responsible for the storage of an estimated 2,400 vehicles at any time. The lot is managed by a civilian manager who oversees the 24/7 operation. The A Shift operates from midnight to 8:00 a.m. and is staffed with one Vehicle Storage Supervisor (SSVS) and six permanent Vehicle Storage Representatives (VSSR) and one part-time VSSR. Shift B works 8:00 a.m. to 4:00 p.m. and is staffed with the Vehicle Storage Manager; two supervisors, eleven permanent and one part-time personnel; and one clerk. The C Shift is operates 4:00 p.m. to midnight and is staffed with one supervisor (there are currently two supervisory vacant positions); six permanent, one part-time, and one temporary position. There is one vacant position.

Personnel are responsible for the intake of all vehicles stored by the Memphis Police Department; photographing the vehicles at the time it is received and subsequently released from the lot; protect damage to the vehicle through the use of collision wrap; collecting funds when the vehicle is released to the owner; notifying the owners of vehicles as required by law; and preparing vehicles for auction.

Vehicle auctions are held on site 48 weeks a year on Tuesdays. Approximately 80 vehicles are auctioned at each event for a total of over 3,400 vehicles per year. The private auctioneer receives 10% of the sales for services rendered. Proceeds of the auctions go to the City's General Fund. Currently the department charges a storage fee of \$30 per day and an administrative fee of \$10 per vehicle.

Recommendation: The Vehicle Storage Lot operation should be part of Administrative Services. No established organizational rationale was presented to justify its placement as part of Investigations.

Property Crimes

Burglary Bureau

The Burglary Bureau is responsible for the investigation of all residential, business and non-residential burglaries; other theft/scrap metal offenses; monitoring and regulating all pawnshops in Shelby County; and monitoring gold and silver dealers and scrap yards that deal in the purchase of precious and scrap metals.

The Burglary Bureau's 2012 Goals and Objectives include:

- Maintain a clearance rate between 12% to 15%;
- Utilize all MPD resources when a problem area is identified;
- Improve communications with precincts when a problem area is identified;
- Increase investigator training and knowledge of "CyberWatch"; and
- Fully staff the bureau.

The Burglary Bureau is staffed with two lieutenants, 28 investigators and one full-time secretary. According to the Investigative Services staffing report, Burglary Bureau has two vacant

investigator and one part-time clerk vacancy. Staffing of the bureau is by specialized assignment:

- Pawn Shop Detail – 3 Investigators : Responsible for pawn slips and businesses within the tri-state area along with gold and second hand stores;
- Scrap Metal Team – 2 Investigators: Responsible for scrap and precious metal businesses;
- Business Burglary Team – 2 Investigators: Responsible for investigating and identifying pattern of commercial burglaries;
- Major Violators/Priority Team – 2 Investigators: Assigned high priority cases where results are expected quickly;
- Bookman – 1 Investigator: Reviews all cases and assigned to investigators for follow-up investigation;
- Backup Bookman/Office Assistant – 1 Investigator: Fills in for Bookman when out and provides administrative assistance for the bureau;
- Seventeen Investigators are assigned follow-up investigations on burglaries. Cases are based upon each investigator's geographic assignment. Investigators are expected to make contact or send a letter to all burglary victims and are to have communication with the appropriate precinct and task forces.

The following table illustrates the number and type of cases investigated by the Burglary Bureau in 2011:

2011 Burglary Bureau Activity

Activity	2011 Data
Assigned Cases	12,382
Cleared Cases	1,563
Adult Arrests	1,042
Juvenile Arrests	244
Non-Burglary Arrests	539
Offense Classifications	
Residential Burglary	9,892
Non Residential Burglary	800
Business Burglary	1,610
Other Theft/Scrap Metal	742

The Burglary Bureau assigned 123,382 cases in 2011 and cleared 1,563 for a clearance rate of 12.7% which is slightly higher than the national average of 12.5%. Investigators recovered 41 guns and made 1,825 arrests during the year, a 44.5% increase over 2010. The Pawn Shop

Detail performed 528 pickups in 2011; 189 for the Burglary Bureau, 214 for other sections of the department and 125 for outside agencies. The detail also added 340 names to the lock out list, an 86% increase over 2010.

Economic Crimes Bureau

The Economic Crimes Bureau is responsible for investigating frauds and economic offenses including: counterfeit and forgery; credit card and ATM fraud; embezzlement; false pretence and swindles; identify thefts and impersonations; wire and welfare fraud; and prescription fraud.

The Economic Crimes Bureau's 2012 Goals and Objectives are:

- Increase the overall quality of investigations through the implementation of the “Time value” principles of investigation;
- Continue to conduct identity theft and fraud related crimes public awareness campaigns through the use of multiple media sources and the expansion of educational opportunities; and
- Maintain an Identity Theft crime clearance rate above 5%.

The Economic Crimes Bureau is staffed with two lieutenants, ten investigators and one full-time secretary. According to the Investigative Services staffing report, the bureau has five vacant investigator positions and one full-time secretary vacancy. Two of these allocated positions have been assigned to related task forces: one to the U.S. Secret Service Economic Crimes Task Force and one to the Shelby County District Attorney White Collar Economic Crimes Task Force. Extremely complex cases and those involving mortgage frauds may be passed on to the task forces for investigation.

One investigator in the bureau serves as the Bookman to review and distribute cases to other investigators. Another specializes in elder abuse cases and works in cooperation with Adult Protective Services. One investigator has the ancillary task of assisting personnel throughout Investigative Services with computer issues. This assignment is based on the expertise of the person. The remaining investigators are assigned cases on a rotational basis based upon workload. Cases with high monetary loss are given priority for assignment

The following table illustrates the number and type of cases investigated by the Economic Crimes Bureau in 2011:

2011 Economic Crimes Bureau Activity

Offense Classification	Cases Assigned
Counterfeit/Forgery	924
Credit Card/ATM Fraud	1,299
Embezzlement	344
False Pretense/Conf./Swindle	691
Identify Theft	641
Impersonation	125
Larceny Acc. Device	182
Prescription Fraud	105
Theft from Building. Acc/Dev.	8
Wire/Welfare Fraud	5
Other Offenses	238
Total	4,562

In 2011, the Economic Crimes Bureau was responsible for 347 adult arrests, 8 juvenile arrests, obtaining 289 arrest warrants and processing 290 reports from the Internet Crime Complaint Center, an affiliation with the MPD and FBI and National White Collar Crime Center. The bureau achieved an overall clearance rate of 21.4% and clearance rate for Identity Theft cases of 6.4%. The monetary loss to victims of economic crimes investigated by the bureau in 2011 was \$6,606,875.

Vehicle Theft Bureau

The Vehicle Theft Bureau investigates the theft of motor vehicles (other than tractor trailers), larceny from vehicles, the theft of motor vehicle parts and accessories, theft of trailers (other than those designed for commercial transport), and the theft of water crafts and go carts.

The Vehicle Theft Bureau's 2012 Goals and Objectives include:

- Reduce vehicle theft offenses by 10%;
- Train investigators in all aspects of investigating vehicle theft offenses;
- Utilize updated techniques in all vehicle theft investigations; and
- Ensure each citizen that the Vehicle Theft Bureau services is treated equally, fair, professionally and make sure it is done in a timely manner.

The Vehicle Theft Bureau is staffed with two lieutenants, 18 investigators, one permanent clerk and one typist. According to the Investigative Services staffing report, the Vehicle Theft Bureau is carrying one investigator vacancy.

There is some specialization within the bureau. Two investigators are responsible for theft of rented vehicle cases, and one works on cases in which the theft of a catalytic converter is involved. One investigator serves as the Bookman, distributing cases to remaining members of the bureau on a rotational basis. These investigators are expected to keep in regular contact with precinct task forces and work together on vehicle theft issues and trends.

The following table illustrates the number and cases and activity of the Vehicle Theft Bureau for 2011:

2011 Vehicle Theft Bureau Activity	
Offense Classification	Number
Motor Vehicle Theft	2,855
Attempted Motor Vehicle Theft	172
Theft From Motor Vehicle	6,009
Theft of Vehicle Parts	4,326
Other Thefts	916
Total	14,278
Arrests	
Adults Arrested	563
Adults Charged	451
Juveniles Arrested	70
Juveniles Charged	64
Total Arrests	633
Total Charged	515
Recovered Vehicles	
Local Recoveries	1,728
Outside Recoveries	174

Sixty percent of the vehicles stolen in Memphis were recovered by the department in 2011. Eighty percent of adults arrested for auto theft by the bureau were charged and 91.4% of juveniles arrested were charged. Total thefts handled by the bureau increased slightly over 2010 by 2.4%.

General Assignment Bureau

The General Assignment Bureau operates from 8:00 a.m. to 4:00 p.m. seven days a week and is primarily responsible for the investigation of misdemeanor and low level felony offenses including accidental injury, animal injury, simple assault, bribery, escapee, intimidation, pick pocketing, shoplifting (felony and misdemeanor), suspicious person(s), theft from coin operated machines, threatening/obscene/harassing phone calls, vandalism (felony and misdemeanor),

stolen property, false reporting, fire alarms, theft from buildings, other larceny, and theft from a building.

The General Assignment Bureau's 2012 Goals and Objectives are to:

- Thoroughly investigate all cases in order to improve clearance rates and to make arrests when possible;
- Successfully complete each investigation of animal cruelty and to identify suspects and gather evidence in order to have a successful prosecution;
- Handle all walk-ins in a timely manner;
- Continue distributing information to stations and stations task forces. Have more media releases that will assist in the apprehension of suspects;
- Continue soliciting advice from the Attorney General's office before and during some investigations;
- Continue eliminating complaints by becoming more professional. Build better relationships between the Bureau and the citizens of Memphis; and
- Disseminate information to uniform patrol officers regarding the classification of offenses.

The General Assignment Bureau is staffed with two lieutenants, 17 investigators and two permanent clerks. According to the Investigative Services staffing report the bureau is carrying one lieutenant and four investigator vacancies. Staffing of General Assignment Bureau is based upon the bidding process (seniority as a sergeant) and generally fluctuates throughout the year. Unlike the Felony Response Teams, investigators assigned to the General Assignment Bureau maintain a caseload and are responsible for completing all investigations assigned to them. Investigators are assigned to a geographic area that replicates precincts and cases are assigned geographically. This makes sense as the types of offenses handled by the bureau are most often geographically based with local offenders.

The following table illustrates the number and type of cases investigated by the General Assignment Bureau in 2011:

2011 General Assignment Bureau Activity

Offense/Classification	Cases Assigned	Cases Cleared	Clearance Percentage
Simple Assault	5,911	3,420	57.9%
Weapons Offenses	318	307	96.5%
Shoplifting	5,379	5,260	97.8%
Vandalism	8,863	4,220	47.6%
Other Theft Offenses	6,460	2,760	42.7%
Intimidation/Obscene Acts	4,766	2,620	55.0%
Animal Cruelty	116	42	36.2%
Miscellaneous	7,710	2,325	30.2%
Total	39,523	20,954	53.0%

The General Assignment Bureau handled an average of 108 investigations per day in 2011 and had an overall clearance rate of 53%.

Recommendation: As space becomes available in the precincts, investigators working in the General Assignment Bureau should be relocated to the precincts.

The number of investigators assigned to each should correspond with the level of activity in the area. The cases handled by the General Assignment Bureau are most often geographically based and may best be resolved with local knowledge of neighborhood offenders. This information is likely known by both members of the community and precinct personnel. Having investigators working in close proximity with precinct staff and the community will improve the investigative results, increase communication and reflects a decentralized community policing philosophy. Assigning investigators to the precincts would also free up two to three lieutenant positions for redeployment or elimination by attrition.

The criteria for determining the appropriate number of investigators assigned to each precinct should be matching work load to resources. This may be accomplished by determining the amount of work being conducted by the General Assignment staff in each of the nine precincts; this has been routinely calculated by the bureau.

First, a determination of the percentage of citywide work being performed in each precinct can be made. Then the number of investigators needed to complete the corresponding percentage of work is calculated. The following table illustrates the process and is based upon the 2011 level of activity. The results are the number of investigators that should be assigned to each area for both the current staffing level of 17 and for staffing at the full complement of 21 investigators.

Distributing General Assignment personnel to the Precincts

Precinct	Allen	Raines	Mt Moriah	Union	Tillman	So. Main	Airways	Appling	Ridgeway	City
2011 Workload	7,166	6,019	5,504	4,920	5,619	1,743	4,494	3,567	2,950	41,982
Percent of work	17.1%	14.3%	13.1%	11.7%	13.4%	4.2%	10.7%	8.5%	7.0%	100.0%
17 Investigators Available	3	2	2	2	2	1	2	1	1	17
21 Investigators Available	4	3	3	2	3	1	2	2	1	21

Crime Scene Investigation

The Crime Scene Investigation (CSI) Unit is responsible for conducting on-site investigations at the scene of violent crimes (homicides, sex crimes, robberies, aggravated assaults and missing persons) and property crimes (burglaries, auto thefts, and thefts or destruction of property over \$5000). Members of the unit also handle follow-up investigation requests involving the processing, collecting, preserving, packaging, transporting, analyzing and documenting physical and/or trace evidence that will assist in the successful identification, apprehension and prosecution of offenders. The CSI's Latent Print Section is responsible for handling the ridge detail obtained from crime scenes handled by the department. The section manages and coordinates latent prints of known and unknown offenders received from contributing law enforcement, custodial and judicial agencies. They also provide training to new recruits, uniform personnel and regional law enforcement agencies in the area of fingerprint ridge detail and recognition.

The Crime Scene Investigation's 2012 Goals and Objectives are:

- Properly handle all physical and/or trace evidence left at the crime scene, or any other subsequent location pertinent to an investigation, and to maintain a defensible chain of custody for that evidence;
- Assist local and regional law enforcement agencies in crime scene investigations and training, and demonstrate by example the high standards expected of a major metropolitan agency;
- Present all physical and testimonial evidence in a thorough, professional and unbiased manner to prove or disprove elements of an investigation;

- Maintain a professional and productive relationship with all the technicians and forensics specialists from the Tennessee Bureau of Investigations, the Shelby County Medical Examiners Office, and the University of Tennessee Forensics Serology Unit;
- Utilize the latest forensics techniques available to law enforcement that meet and exceed the high standards set forth by the Department of Justice, Federal Bureau of Investigation, and CALEA organizations;
- Enhance CSI skills through continued and advanced training as well as developing departmental guidelines; and
- Improve community awareness of law enforcement duties in order to build positive and productive relationships between police and citizens.

Crime Scene Investigation is a 24/7 operation and staffs three shifts and is overseen by a Major. The distribution of personnel is reflected on the table below.

CSI Staffing by Shift

CSI Shift	Lt.	Lt Vacancy	Inv.	Inv. Vacancy	Civilian	Total
A Shift: 10:45 p.m. to 6:45 a.m.	2	-1	9	-1		11
B Shift: 6:45 a.m. to 2:45 p.m.	2		10		6	18
C Shift: 2:45 p.m. to 10:45 p.m.	2	-1	11			13
Total	6	-2	30	-1	6	42

A total of 42 personnel are assigned to CSI: 36 sworn and 6 civilian. According to the Investigative Services staffing report, CSI has two lieutenant and one investigator vacancy. The civilian positions are five Latent Experts and one secretary who all work the B Shift (Days).

The following table illustrates the activity of Crime Scene Investigations for 2011:

2011 CSI Activity by Function

Function	Count
Calls	4,749
Specials	20,409
Reports	4,211
Scenes Processed	4,155
Vehicles Processed	1,774
Prints Obtained	6,148
Photos Taken	112,368
Sketches Drawn	1,220
Scene Inventories	1,543
Items Tagged	26,106
Metal Detector Searches	23
Alternate Light Searches	184
Chemical Enhancements	4,349
Krime Site Imager	6
Mobile Lab/Tent	13
Miscellaneous Services	109

The most common function performed by CSI Investigators is photographing evidence followed by tagging items and special requests. Crime Scene Investigations responded to an average of 13 calls per day and wrote an average of 11.5 reports per day. Members of CSI also provide training and perform community outreach programs. During 2011, investigators taught 118 classes to recruits and officers; conducted 19 Fingerprint Certification classes adding 215 additional Certified Fingerprint Technicians to the field; certified 11 officers in Basic Crime Scene Investigation techniques during a 56 hour course; conducted a CSI presentation at each of the nine precincts and taught 175 members attending the Citizen's Police Academy. Staff also made educational presentation to 1,052 students throughout the community and facilitated tours of the CSI facility to students.

2011 CSI Workload by Bureau

Workload by Bureau	Count
Homicide	707
Felony Assaults	876
Domestic Violence	208
Missing Person	6
Robbery	720
Sex Crimes/Child Abuse	575
Burglary	831
Auto Theft	203
Economic Crimes	15
General Assignment	202
IAB/Security Squad	46
Other	121
Total	4,510

As demonstrated in the above table, CSI assisted all bureaus within Investigative Services. Felony Assaults used the services of CSI most frequently followed by the Burglary, Robbery and Homicide Bureaus.

Recommendation: The department should work toward civilianizing the CSI function: Progressive departments throughout the nation have successfully civilianized the Crime Scene Investigation function. Well selected and trained civilians may effectively perform all CSI functions. The department may further civilianize the supervisory and management positions within Crime Scene Investigation. Such a strategy serves to create a career path for civilians within the Memphis Police Department while providing cost saving to the department and returning valuable commissioned personnel to those tasks that require an armed and trained sworn officer.

Multi-Agency Task Forces

The Memphis Police Department participates in a number of federal, state and local task forces. Such a commitment of resources serves as a force multiplier for the department, provides training and equipment opportunities otherwise unavailable to the agency, serves a career opportunities for members of the department selected to participate in such assignments and helps to establish good working relationships with federal, state and local law enforcement organizations.

The Memphis Police Department participates in the following task forces whose members are assigned to Investigative Services:

- Commission on Missing and Exploited Children (COMEC) – The Commission on Missing and Exploited Children is located within the Juvenile Court building in Memphis and is responsible for monitoring the exploitation of children, as well as tracking the whereabouts of missing children. The Unit also offers programs on child safety and sponsors the Child Fingerprinting/Photo ID Booth at the Mid-South Fair. The MPD contributes two investigators to this task force.
- Innocent Images Task Force (IITF) - The IITF is a component of the FBI's Cyber Crimes Program and is an intelligence driven, proactive, multi-agency investigative operation to combat the proliferation of child pornography/child sexual exploitation facilitated by the Internet. Members of the Sex Crimes/Child Abuse Bureau's ICAC unit assume a leadership position in this task force which participation is considered part of their normal duties.
- Joint Terrorist Task Force (JTTF) - The Memphis Police Department contributes one Investigator to the local JTTF which is comprised of twelve federal, state and local agencies. The mission of the JTTF is to work in partnership with various U.S. law enforcement agencies to take prevent domestic and international acts of terrorism against America.
- Safe Streets Task Force (SSTF) – The Safe Streets Task Force was formed in 2011 and designed to investigate bank robberies, business robberies and carjacking incidents and apprehend the criminals responsible for the commission of those crimes. The SSTF is made up of representatives from the Memphis, Germantown and Bartlett Police Department, the Shelby County Sheriff's Department and the Federal Bureau of Investigation. The Memphis Police Department contributes one lieutenant and six investigators to the task force.

- The Mid-South Fugitive Task Force (MSFTF) – The MSFTF is part of the U.S Marshals Service. The multi-agency task force works to apprehend federal and state fugitives through the service of arrest warrants.

Recommendation: The department should review the participation in task forces on an annual basis to determine if the agency is receiving value for its contributions. At this time the personnel resources assigned to these task forces seem warranted. But an annual re-examination is a policing best practice especially during the current economic and resource challenges to police departments throughout the country.

Staffing of Investigative Services

No matter how much investigative effort is put forth by either the initial responding officer or assigned investigator, not all crimes can be solved. The volume of crime in most cities in America is beyond the investigative resources of police departments. Large urban police departments in the United States, such as Memphis, find the best use of limited investigative resources is to assign cases based upon the seriousness of the incident and the potential to solve the case, the latter sometimes referred to as “solvability factors”.

The series of crimes that make up the Federal Bureau of Investigation’s Uniform Crime Report’s Part-One Offenses (homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft and arson) are often times assigned for follow-up investigation. These types of crimes are assigned due to the perceived severity of the crime, injuries caused to victims, a danger of continuing violence associated with the crime, threat to the community at large and a higher potential for solving the case and arresting criminals. Significant property loss, as defined by the agency, may also be justification for an offense to receive immediate follow-up investigation.

Solvability factors are those leads, clues and pieces of information present at a crime scene which may be useful in bringing a case to a successful disposition. The success of a follow-up investigation, if one is initiated, depends heavily on how the preliminary investigation was conducted by the first responder and investigator along with the information uncovered during the initial review.

Useful solvability factors include:

- Witnesses to the crime – individuals or “electronic witnesses” in the form of video/audio recordings
- Knowledge of suspect’s name

- Knowledge of where the suspect may be located
- Description of the suspect
- Description of the suspect's vehicle
- Traceable property
- Specific method of operation (MO)
- Presence of usable physical evidence
- Assistance of public and/or media

The number of personnel assigned to the Memphis Police Department's Investigative Services is dependant upon a number of variables including: the desired level of investigations completed by investigators as established by the department; the types and complexity of cases followed up on by investigators; and the availability of time to investigate cases.

When considering staffing levels, it is important to understand the actual availability of employees' time to address casework is quite different from the hours they are assigned to work. Members of police departments have 2,080 hours available to work per year (an average of 40 hours per week). However, not all these hours will be available to apply to an investigative workload. From the 2,080 annual hours to be had, one must deduct holidays, various categories of leave (annual, military, family, in-service, etc.), training time, and court time to determine the amount of time available to investigate cases.

Staffing Methodology

In the case of the Memphis Police Department, PERF used an availability time of 75% or 1,560 hours per year, for members of Investigative Services to spend actively investigating cases. This percentage is based upon PERF's work with similar police agencies, interviews with current and former members of Investigative Services and the fact that investigators and others in the bureau are usually senior employees with high levels of accumulated time.

Rather than having to estimate the number of offenses investigated by the MPD, PERF was provided with a year's data of actual cases investigated, for each investigative bureau in 2011. In the case of the Sex Crimes/Child Abuse Bureau, the number of cases was adjusted to account of investigations initiated by a memorandum which were not counted in the annual total. It was noted that in interviews with the other bureau lieutenants, each confirmed that the total number of cases provided to PERF included investigations that were initiated as a result of information in a memorandum.

Next, PERF sought to identify the time necessary for members of the Memphis Investigative Services to complete investigations. As mentioned earlier, solvability factors are used to assign cases for investigation. PERF separates criminal investigations into four distinct solvability categories: Contact Only (those that result in no follow-up or in simply re-contacting the victim); Less-Complicated Cases (substantial solvability factors are present that require relatively little further investigation to close the case); Typical Cases (those most typical with a moderate level of solvability factors; and More Complex Cases (limited solvability factors present that require substantial effort and are difficult to close). With the assistance of a Lieutenant in each Bureau, the percentage of cases in each of the four categories and the average amount of time necessary to complete an investigation in that category were estimated. The times used in each category were based upon input from MPD bureau lieutenants and PERF's work with other investigative units throughout the country.

An estimate of the time it takes to investigate a crime in each solvability category was established. This time is an average time for all cases, taking into account that some investigations will take more time while others will take less. The below table represents the percentage of cases and time required to complete an investigation in each of the bureaus.

Case and Time Analysis of Investigative Bureaus

Investigative Bureaus	Contact Only		Less Complicated		Typical		More Complex	
	Hours Required	% of Cases	Hours Required	% of Cases	Hours Required	% of Cases	Hours Required	% of Cases
Crimes Against Persons								
Homicide Bureau*	0.5	50%	12	15%	24	30%	100	5%
Missing Persons Bureau	0.5	25%	2	40%	6	30%	60	5%
Felony Assault Bureau	0.5	10%	4	50%	6	30%	45	10%
Robbery Bureau**	0.5	30%	8	35%	12	25%	80	10%
Domestic Violence Bureau***	0.5	25%	2	30%	3	35%	16	10%
Sex Crimes/Child Abuse Bureau	0.5	10%	8	60%	32	25%	80	5%
Property Crimes								
Burglary Bureau	0.5	40%	3	40%	6	15%	32	5%
Economic Crimes Bureau	0.5	30%	3	25%	6	40%	32	5%
Vehicle Theft Bureau	0.5	55%	3	25%	6	15%	12	5%

As an example, in the cases investigated by the Homicide Bureau, “Contact Only” cases or those reviews of natural death reports typically consumed half-an-hour for each investigation; “Less Complicated” cases were allocated 12 hours each; “Typical Cases” consumed on the average 24 hours and “Complicated” cases averaged 100 hours per investigation. Comparing these figures

to a less serious crime type but one that involves significantly more volume of cases; burglaries were assigned half-an-hour for “Contact Only” cases, 3 hours for less complicated cases, 6 hours for “Typical Cases” and 32 hours for “Complicated Cases”. Again, these are average times for all investigations in each category.

The following Table provides the number of hours and cases investigated by PERF in each category of each offense for each bureau.

Investigative Bureaus	Contact Only		Less Complex		Typical		More Complex		Total # of Cases	Total Estimated Hours	Staffing
	# of Cases	Est. hrs	# of Cases	Est. hrs	# of Cases	Est. hrs	# of Cases	Est. hrs			
Crimes Against Persons											
Homicide Bureau*	1,196	598	359	4,304	717	17,215	120	11,955	2,391	34,072	22
Missing Persons Bureau	883	442	1,413	2,826	1,060	6,358	177	10,596	3,532	20,221	13
Felony Assault Bureau	258	129	1,292	5,166	775	4,649	258	11,624	2,583	21,568	14
Robbery Bureau**	918	459	1,071	8,571	765	9,183	306	24,488	3,061	42,701	27
Domestic Violence Bureau***	1,631	815	1,957	3,913	2,283	6,848	651	10,416	6,522	21,993	14
Sex Crimes/Child Abuse Bureau	303	152	1,819	14,549	758	24,248	151	12,080	3,031	51,028	33
Property Crimes											
Burglary Bureau	4,953	2,476	4,953	14,858	1,857	11,144	619	19,811	12,382	48,290	31
Economic Crimes Bureau	1,297	649	1,081	3,243	1,730	10,378	216	6,918	4,324	21,188	14
Vehicle Theft Bureau	7,349	3,675	3,341	10,022	2,004	12,026	668	8,017	13,362	33,739	22

* Review of Natural Death Reports

** Cases do not include those robberies handled by SSTF

*** Felony cases requiring further investigation

Finally, the total amount of time was converted to the number of staff necessary to conduct an appropriate investigation. In order to attain this figure, the total number of hours consumed by each bureau was divided by the number of hours each member of the bureau would have available to investigate their assigned cases, 1,650 hours per year, a “show-up rate” of 75%.

It should be noted that the above methodology was not used for staffing recommendations of the Felony Response “A” and “C” Shifts and General Assignment. The workload of these sections is based upon the ability to respond to the field and not the maintenance of a case load. Staffing levels of these sections are adequate.

Recommendation: The staffing levels of the Felony Response “A” and “C” Shifts and General Assignment Bureau should maintain at its current levels. The workload of these sections is based upon the ability to respond to the field and not the maintenance of a case load. Staffing levels of these sections are adequate based upon the daily average of work performed in 2011.

Civilianization in Investigative Services

A police department’s Investigations Bureau should be staffed with sufficient support personnel in order for detectives to maximize their efficiency and productivity. Support personnel are civilian members of the department who perform duties not requiring the training, expertise, or weapons skill of a sworn member of the department. In some cases, support personnel perform duties specialized to their position. Traditional duties within an investigative environment include answering telephones, receptionist activities, providing information to the public, transcribing investigators’ reports and victim/witness statements, suspect interviews and filing duties.

When staffed correctly within an investigative environment, these employees provide investigators with the time they need to conduct interviews, follow up on leads, arrest suspects, and prepare cases for the successful prosecution of defendants. In some progressive departments, civilian investigative aides or civilian investigators assist investigators with case follow-up, including computer and telephone research, contacting complainants and witnesses, and any other “office-based” duties not requiring sworn status. Strategically integrated into the workforce, such positions may also present the opportunity to decrease the number of sworn personnel necessary to perform the same level of work, or to increase the percentage of cases that are successfully closed.

Recommendation: the department should establish a new Police Investigative Aide (PIA) position within each bureau of Investigative Services: This position should be used to perform the administrative and routine work of investigators. The purpose of this highly

specialized and trained position is to do the initial workup of the case and coordinate with the assigned investigator throughout the investigation. In this manner, sergeants may spend their time following leads, interviewing witnesses, canvassing neighborhoods and serving warrants rather than performing administrative and clerical activities. The department may consider making the PIA an upgrade of current civilian positions. This will enable the department to draw upon the expertise of the existing employees as an entry-level position to advance to a PIA, thereby creating a new career path for civilians. Tasks performed by PIAs should include:

- Obtaining copies of all original and supplemental reports for follow-up investigation.
- Preparing case files.
- Running data inquiries, including driver's license/identity cards, arrest and criminal history records, probation/parole information, etc.
- Conducting phone interviews.
- Scheduling interviews for detectives.
- Coordinating crime lab requests and results.
- Researching offenses and criminal codes.
- Completing supplemental reports as necessary.
- Preparing photo line-ups.
- Coordinating with the division's crime analyst.
- Maintaining accurate clearance files.

Staffing Recommendations

Based upon the methodology included in this report, Investigative Services should be staffed with 240 Sergeant/Investigators. This is an increase of 32 positions over currently filled positions. However, it is four positions less than the department's staffing at full complement as indicated in the Investigative Services Staff Analysis of Commissioned Officers dated March 15, 2012. While recommended staffing is nearly identical to the full complement staffing, the number of investigators assigned to each bureau is different. As an example, the Homicide Bureau should be staffed with 22 Investigators while the full complement calls for 20. The Economic Crimes Bureau should be staffed with 14 Investigators while the department's full strength is 15.

Comparison of Investigative Services Staffing Levels

Investigative Bureaus	Current Staffing	Full Compliment	Recommendations	
			Sworn	Civilian PIA
Crimes Against Persons				
Homicide Bureau	18	20	22	1
Missing Persons Bureau	9	10	13	1
Felony Assault Bureau	12	13	14	1
Robbery Bureau	23	27	27	1
Domestic Violence Bureau	14	15	14	1
Felony Response "A" Shift	22	27	22	--
Felony Response "C" Shift	28	32	28	--
Sex Crimes/Child Abuse Bureau	26	36	33	1
Property Crimes				
Burglary Bureau	28	30	31	1
Economic Crimes Bureau	10	15	14	1
Vehicle Theft Bureau	18	19	22	1
Total	208	244	240	9

As indicated in the above table, a civilian Police Investigative Aid position should be assigned to each of the nine specialized Investigative Services Bureaus. Investigative Services currently has 62 full-time and part-time civilian employees and is carrying eight civilian vacancies. Thirty-nine positions or 63% are assigned to the Vehicle Storage Lot and CSI. Only 23 are providing direct support services for Investigators. By using the eight civilian vacancies, implementing the PIA position will provide necessary support for Investigative Services; create an investigative career path for civilian members of the department while increasing the over all number of civilian employees by only one position.

Administrative and Support Staffing and Organization

Administrative and support functions in the MPD are primarily carried out in three organizational units. The Administrative Services Division contains the majority of the units carrying out administrative and support function. Executive Services provides administrative functions and inspectional services to the Director's office. The training academy stands alone organizationally, and report to the Deputy Director.⁷ There are additional support staff assigned to operational units such as patrol and investigations.

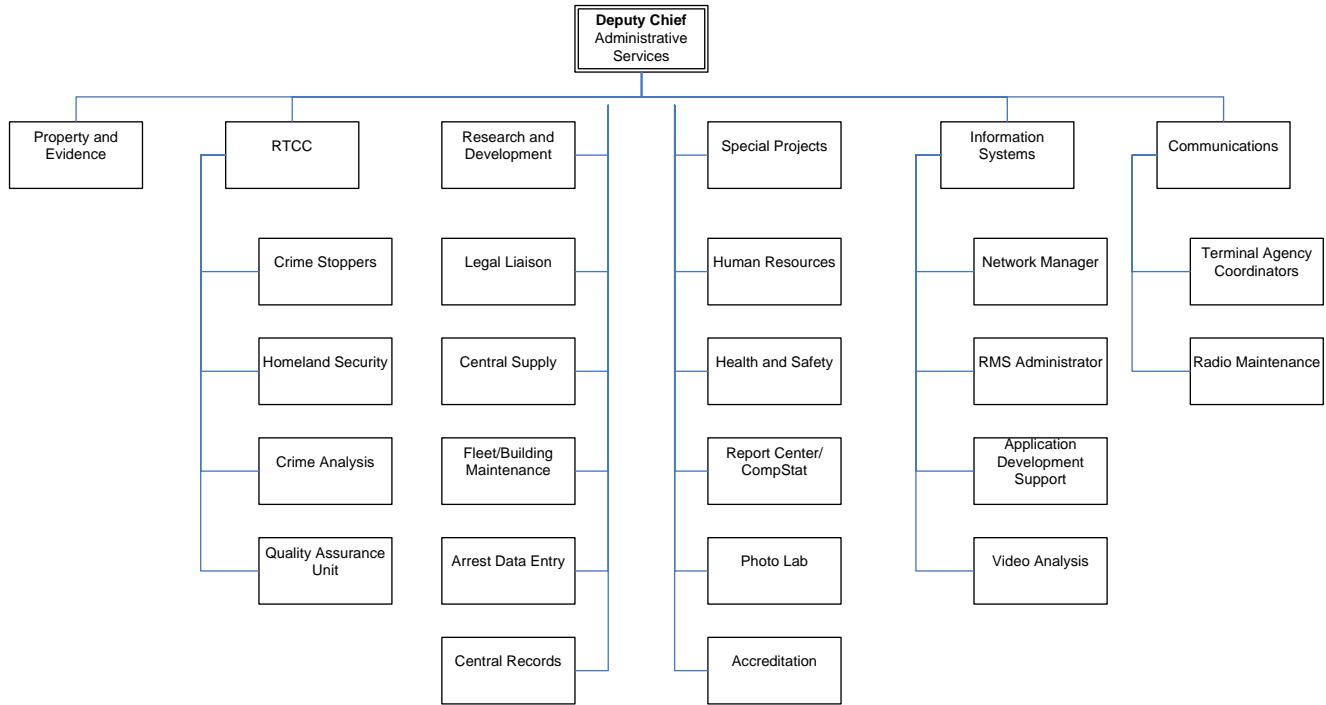
This section of the report focuses primarily on the staffing needs of the department's support and administrative components. Functional strengths and weaknesses with regard to recruitment, selection, and training are discussed in a subsequent report.

Organizational Structure

The organizational structure of the Administrative Services Division is traditional and hierarchical. Command and supervision of the subdivision is provided by sworn personnel, ranging from Deputy Chief to Lieutenant. Managers of individual units may be sworn or civilian personnel. A complete description of staffing for each unit is provided in this section.

A table of organization for the Administrative Services Division is provided below.

⁷ Executive Services and the Training Academy are depicted in the high-level table of organization located at the beginning of this report.



To assess the administrative staffing needs in the MPD, the nature, quantity, and duration of tasks carried out in the functional units must be considered. A primary consideration in assessing workload is to first consider the factors that create workload.

The first category of work in the Administrative Services Division is primarily related to external demands for police services. Calls for service and investigating crimes results in the need to receive calls, dispatch officers, manage records and process evidence. The workload in these units increases with increases in citizen requests for services and reports of crime.

The second category of work is related to internal demands, and include functions and tasks that support the business of the operating the police department. Workload is generated by tasks related to such functions as managing finances and human resource activities, maintaining buildings and equipment, managing information technology, conducting internal investigations, and training officers. The workload generated in these areas is somewhat proportionate to the size of the MPD, but are also influenced by external factors. For instance, the volume of internal investigations is partially influenced by the number of citizen contacts MPD officers have.

The third category of work involves functions that are necessary to support the core business processes in a department the size of the MPD. While these functions are necessary, the level of effort, and subsequently personnel, is discretionary. Examples here include such functions as

crime analysis, media relations, research and development, RTCC, and special outreach and task force programs.

The three categories of work described above are not unique and isolated. External workload demand and internal needs to support the organization are factors in all of the categories. What is different is the method used to determine staffing needs in each of these functional areas.

Determining staffing needs for administrative functions is difficult. Workload in some units is more readily quantified than others. Three approaches are generally applied to determining staffing needs. They are listed below.

Supervisor Observation and Evaluation: This approach involves a competent supervisor or manager understanding the work that needs to be done, the process used to carry out the work, and making a determination whether the work is being done well and in a timely manner with the desired level of quality. Timeliness may be determined by external and or internal constraints. This approach is most generally applied in administrative areas where the workload demand is not self-generated, but created by external or internal drivers. For instance, communications center workload is generated primarily by external sources. Human Resources workload is created by internal sources.

Time Study: Another approach to determining staffing needs can be used when workload is easily quantified. In this approach, the number of required tasks combined with the time necessary to complete each task can be used as the basis for determining how many personnel are required to carry out that task. For example, if a clerk were required to conduct data entry of a particular form, and each form took 15 minute to enter, and 60,000 forms were processed in a year, 15, 000 hours are required annually. Considering how many hours an individual employee is available for work each year, the number of employees required to carry out this task can be determined.

This approach has its shortcomings. First, employees likely perform other tasks. Second, it does not account for any value-added or quality issues. Third, the analysis is very difficult and time consuming to carry out. This approach should not stand alone in assessing personnel needs.

Assessment of Value: In functional areas where staffing is discretionary, an assessment of the value added to the core business processes of the department should be made. The value is generally determined by outcomes related to the staffing of the specific unit. For instance, the crime analysis unit carries out a set of specific tasks weekly, and that workload is measurable.

The nature of the workload is defined internally as being necessary, but may or may not add value in reducing crime or apprehending criminals.

There are two methods in determining value. The first is a quantitative approach, where the impact of staffing on outcomes is measured. Using the crime analysis example described above, the impact of staffing on crime would be impossible to measure accurately. However, there may be internal outcome measures that could be applied to determine the value associated with different staffing levels.

The second assessment of value is qualitative. In this approach, supervisors and other subject matter experts may be able to articulate the value associated with staffing levels, but cannot measure it. Because of the difficulty measuring the relationship between any variable and crime, this is the most common measure used in police departments.

MPD Approach in Assessing Staffing Needs

The PERF team has concluded that the MPD primarily determines staffing needs through supervisor observation/evaluation and a qualitative assessment of value. The communications center has conducted some time studies and applied quality assurance measures.

This approach is common in police departments. Few departments have the resources or capabilities to conduct time studies or outcome evaluations. Personnel cutbacks in law enforcement agencies are common throughout the country. In some departments, clerical personnel are cut so that number of sworn personnel can be maintained. Decisions to add administrative/clerical personnel are generally made only when the business process they carry out becomes dysfunctional.

Administrative Services Functional Descriptions

The section of the report describes each functional unit in Executive Services, Administrative Services, and the Training Academy. Tables detail the positions assigned to each functional unit and whether they are sworn or civilian. The table lists the number of actual positions and the number of authorized positions⁸. The number of actual positions was derived from staff interviews and data provided by the Administrative Services Division. The number of

⁸ The term “actual” refers to the number of employees in place in a specific position. The term “authorized” refers to the number of employees that are formally recognized by the City as part of the Police Department organization. The differences between “authorized” and “actual” are vacancies that may be the result of the inability to fill a particular position quickly, or positions that are left vacant to reduce costs.

authorized positions was determined through staff interviews and a review of the department's 2013 FY budget.

Property and Evidence

The primary function of the Property and Evidence Unit is to receive, manage and dispose of property and evidence items consistent with law and department policies. Authorized and actual positions for Property and Evidence are listed in the table below.

Property and Evidence Positions

Property and Evidence Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Major	1	1		
Lieutenant	5	4		
Sergeant	5	5		
Supervisor			8	9
Property-Evidence Attendant			18	17
Temporary Employees			0	3

A Disposition Team is sometimes considered part of the property and evidence function; however, personnel assigned to the disposition team are not included in the property and evidence Cost Center. No staffing changes are recommended.

Real Time Crime Center (RTCC)

The Real Time Crime Center is a high technology facility designed and staffed to monitor and interdict criminal activity, provide sophisticated crime data, and share information resources with other law enforcement agencies. The RTCC cost center includes staff positions that include Crime Stoppers Program, Homeland Security, Crime Analysis, and the Quality Assurance Unit.

Authorized and actual positions for the Real Time Crime Center are listed in the table below. These figures include the staff of the subunits listed above.

RTCC Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Major	1	1		
Lieutenant	6	6		
Police Officer II	19	20		
Manager Crime Analysis			1	1
Supervisor Crime Analysis			1	0
Senior Crime Analyst			4	0
Crime Analyst			9	5
Analyst Programmer			1	0

It is difficult to assess the staffing needs of the RTCC. While it clearly enhances the operation of the MPD, it is difficult to determine how much value it adds. RTCC staff carries out tasks related to criminal activity, but have other responsibilities, such as managing the red light camera program. Of all of the units in the Administrative Services Division, RTCC's mission critical workload is the least well defined.

Operational and management personnel interviewed expressed two concerns about RTCC. Operational personnel said they were not aware of RTCC capabilities. They viewed RTCC as something that was initially not well publicized within the department and not generally utilized by operations personnel. Some field supervisors said that they have not seen the RTCC facility. Executive level personnel said that they would like RTCC to do more to assist field officers and investigators in active investigations.

The question of how the RTCC should be staffed, and the appropriate mix of sworn and civilian positions is related to the role the Center plays in supporting the mission of the police department. PERF will conduct an assessment of these issues in its forthcoming report on the department's crime control strategies. Recommendations for enhancing the operation of the RTCC will be made at that time.

Crime Analysis

Organizationally, the Crime Analysis Unit is a component of the RTCC. The Crime Analysis unit provides systematic analyses of crime data for identifying and analyzing patterns and trends. The resulting data is used to deploy resources and provide investigative information. Crime analysts provide information for the weekly TRAC (Tracking for Responsibility, Accountability and Credibility) meetings. The meetings are intended to devise solutions to crime problems. Authorized and actual positions for Crime Analysis are listed in the table below.

Crime Analysis Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Manager			1	1
Supervisor			1	0
CA-Investigative Services			1	0
Program Analyst			1	1
Station Crime Analyst			9	5
CA-Organized Crime			1	0

Recommendation: The department should strive to fill all crime analysis positions. Crime analysis has become a vital crime control in the Memphis Police Department. The ability to understand, intervene in and predict crime patterns is an important tool for crime control. The crime analysis unit is operating at seven positions under their authorized strength. In order to fully produce information of high use the Station Crime Analyst positions should be a high priority.

Crime Stoppers

Crime Stoppers personnel receives thousands of calls each year about various crimes committed in the City of Memphis and Shelby County. Other programs that involve the use of confidential calls to solve crimes are coordinated through the Crime Stoppers office. They include Weapons Watch, Drug Watch, Drug Eviction Watch, and the Truancy Hotline. The program is staffed by one Lieutenant which is an appropriate allocation.

Homeland Security

The MPD Office of Homeland Security coordinates the Memphis Police Department's anti-terrorism efforts with national, state, and local Homeland Security operations. It is staffed by one Major. No staffing changes are recommended.

Quality Assurance Unit

The Quality Assurance Unit reviews electronic reports filed by officers to make sure there is a report for every case number generated. Normal staffing of the Quality Assurance Unit consists of one Lieutenant. There are 6 sergeants temporarily assigned to the unit to review a backlog of officer memos to determine if they should have been documented in crime reports. Authorized and actual positions for Quality Assurance are listed in the table below.

Quality Assurance Unit Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Lieutenant	1	1		
Temporary Sergeants	0	6		

Once the backlog is cleared the department will need to reassess staffing in this unit. The authorized strength of one lieutenant may be too low to prevent future backlogs.

Research and Development

The Research and Development Unit provides administrative support for the Director of Police Services, Command Staff, and other units throughout the agency. Staff responsibilities cover a broad range of activities that include, but are not limited to conducting surveys, developing the department's annual report, and maintaining the Memphis Police Department's web site.

Authorized and actual positions for Research and Development are listed in the table below.

Research and Development Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Lieutenant	1	1		
Police Officer	3	4		

Recommendation: The Research and Development Unit should be civilianized, over time.

The Unit is staffed by only sworn personnel. The tasks being performed by the unit can be performed by civilians. While the officers performing these duties may be doing their jobs well, civilians with more specialized training in these areas may be employed at lower cost.

Legal Liaison

The Legal Liaison is a police officer assigned to work with the Legal Advisor (a city attorney). The Legal Liaison function is to manage lawsuits against the city related to the police department. The legal liaison also works with property and evidence custodians in determining when property can be released. No staffing changes are recommended.

Central Supply

Central Supply carries out procurement functions for the police department. In addition to procuring needed supplies and materials, this unit is responsible for all department printing needs. Central supply is staffed by one supervisor and one printer. Both are civilian positions. No staffing changes are recommended.

Arrest Data Entry

The Arrest Data Entry Unit is responsible for entering data from all arrests into the records management system (RMS). They carry out peripheral duties related to the management of arrest records. Authorized and actual positions for Arrest Data Entry are listed in the table below.

Arrest Data Entry Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Supervisor			1	1
Staff			10	9
Temporary Staff			0	2

The arrest data entry function is operating one position short of its authorized strength. Instead, two temporary employees are assigned to the unit. Given the dynamic nature of the unit's workload, staffing the unit with two temporary employees is appropriate; however, given the learning curve for this type of work, staffing with more than two temporary employees is not recommended. No staffing changes are recommended.

Central Records

The Central Records Unit is responsible for all department record keeping including accident reports and the archiving of paper documents. The unit is responsible for fulfilling records requests from the public. They carry out peripheral duties related to the management of police records. Authorized and actual positions for Central Records are listed in the table below.

Central Records Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Supervisor			1	1
Staff			10	10

No staffing changes are recommended.

Special Projects

The Special Projects Unit is responsible for a wide variety of functions. Primary functions include the management of police buildings, planning remodeling of facilities and the management of capital improvements initiatives. The special projects unit is also responsible for

managing grievances between police officers and the City at step one of the grievance process. The Special Projects Unit is staffed by one Lieutenant. No staffing changes are recommended.

Human Resources

The Human Resources Unit is responsible for human resources functions in the police department, including payroll and the management of personnel records. While Police Academy staff performs the process of selecting new police officer candidates, Human Resources conducts hiring activities. Posting notice of a promotional opportunity and testing candidates is conducted by the City Human Resources Department. Authorized and actual positions for Human Resources are listed in the table below.

Human Resources Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Supervisor			1	1
Senior Personnel Analyst			1	1
Personnel Payroll Analyst			1	1
Analyst			1	0
General Clerk A			2	2
General Clerk B			1	1
Temps			0	2
Personnel Specialist			1	0

Human Resources is operating with two fewer employees than authorized, but is supplemented by two temporary employees.

Recommendation: The two permanent positions should be filled. The unit is currently operating at a level of reasonable efficiency. Maintenance of its efforts can be accomplished through full staffing. There would be no increase in overall staffing with the elimination of the temporary positions and the filling of the permanent positions.

Health and Safety

The Health and Safety Unit is responsible OHSA inspections in the MPD. They also manage records regarding officer injuries and long and short term absences. Authorized and actual positions for Health and Safety are listed in the table below.

Health and Safety Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Manager			1	1
Staff			3	3

No staffing changes are recommended.

Report Center

The Report Center is responsible for managing all paper reports and answering phone calls from the public. Authorized and actual positions for the Report Center are listed in the table below.

Report Center Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Lieutenant	1	1		
Clerks			22	22
Temporary Employees			0	9

The Report Center is staffed at the authorized level. Staffing is augmented by temporary personnel. There are no backlogs in the work. No staffing changes are recommended.

Photo Lab

Photo Lab personnel takes photographs for the Police Department, City, and other law enforcement agencies as needed. They are responsible for developing all film based photographs, camera equipment, and creating photo line-ups. Authorized and actual positions for the Photo Lab are listed in the table below.

Photo Lab Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Supervisor			1	1
Staff			4	4

No staffing changes are recommended.

Accreditation

The Accreditation Unit researches and writes department policies and maintains proofs required to maintain MPD accreditation through the Commission on Accreditation of Law Enforcement agencies (CALEA). Authorized and actual positions for the Accreditation Unit are listed in the table below.

Accreditation Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Lieutenant	1	1		
Police Officer	3	3		

Recommendation: Two sworn positions should be replaced by two civilian positions. The accreditation unit is staffed with four sworn officers. The accreditation process is highly specialized and requires the knowledge of sworn officers related to policing matters. However, the nature of accreditation management does not require that all positions be sworn. A civilian research analyst and a technical writer should replace two of the sworn positions.

Information Systems

The Information Systems Unit is responsible for maintaining the MPD information technology infrastructure. In addition they maintain the department's records management system (RMS), computer aided dispatch (CAD), develop applications and provide a help desk function. Authorized and actual positions for the Information Systems Unit are listed in the table below.

Information Systems Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Major	1	1		
Lieutenant	1	1		
Sergeant	3	2		
Police Officer	6	6		
Senior Systems Programmer			1	1
Network Manager			1	1
Police Database Administrator			1	1
System Software Analyst			2	2
Clerk			1	1

Recommendation: A civilian position of Information Technology Manager should be created, and that manager should report to a command level officer. All sworn position in Information Systems should be replaced incrementally with civilians. Over 60% of Information Systems staff is sworn officers, performing a function that is staffed by civilians in many police departments. Civilian personnel have more specialized information technology training and are not subject to moving elsewhere in the department. The replacement increment should be designed so that institutional knowledge is not lost.

Communications

The staff of the MPD communications center answers incoming 911 and business calls, dispatches and coordinates field personnel, and responds to information requests from officers.

Communications center staff also serves as Chief Terminal Officers (CTOs.) Authorized and actual positions for Communications are listed in the table below.

Communications Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Manager			1	1
Dispatcher/Call Taker			145	112
Supervisor			17	13

The communications center is operating with 31 fewer personnel than its authorized strength. Funds to add two authorized supervisors have been requested in the department's 2013 budget.

Recommendation: The department should strive to fill the vacant Dispatcher/Call Taker positions. The communications function is a high-risk, high liability endeavor. If duties are not adequately carried out, danger to both police officers and citizens is possible. There have been incidents in other jurisdictions where less than adequate staffing in a 911 center has lead to tragic consequences and subsequent monetary damages being assessed against the governmental unit responsible for the communications center. In many police department administrative units an error may have negative consequences, but not of the magnitude that can occur in a communications center.

A high level of vacancies can translate into high levels of overtime to keep shifts adequately staffed. As a result fatigue and stress can increase and even greater turnover can ensue. Because of the critical nature of the function filling dispatcher/call taker vacancies should be a high priority.

Training Academy

The Training Academy provides recruit, in-service, and specialized training to MPD officers. They also manage the department's field training officer program and the department ranges. Academy staff also conducts tasks associated with the selection of new officers, including background investigations.

The department's Crisis Intervention Team (CIT) program is part of the Academy's responsibilities. The Memphis CIT has long been a model for other departments and continues to be a **"Best Practice."** The CIT is made up of 140 volunteer officers from each Uniform Patrol Precinct. CIT officers are called upon to respond to crisis calls that present officers with complex issues relating to mental illness. CIT officers also perform their regular duty assignment as patrol officers.

Authorized and actual positions for the Training Academy are listed in the table below.

Training Academy Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Lt. Colonel	1	1		
Major	1	1		
Lieutenants	8	7		
Sergeants	5	5		
Police Officers	27	22		
Police Employment Analyst			1	1
Research Analysts			2	2
Gunsmith			1	1
Psychologist			1	1
Secretary			1	1
Clerk			3	3

The training academy is operating with five less sworn personnel than its current authorized strength. Academy staffing also include personnel that perform recruitment and selection duties. Only 16% of the academy staff are civilian positions. There may be a number of opportunities for the further use of civilians. There apparently are two police officers primarily managing training records, a function that could easily be staffed by civilians. It is likely that there are other similar situations. Confidentiality is often cited as the reason that sworn personnel are needed in certain positions.

Training is part of the subject of a subsequent report. More detail on academy staffing will be presented then.

Executive Services Functional Descriptions

Executive Services refer to those functional units that report to the Director. They are made up of the following units.

Inspectional Services

Inspectional Services includes the Internal Affairs Squad, the Security Squad, and Secondary Employment Unit. Internal Affairs conducts all internal investigations involving police personnel, as well as other sensitive investigations. The Security Squad responds to all officer involved shootings and conduct criminal investigations regarding officer involved domestic violence, DUI, and other criminal investigations involving officers. Secondary Employment staff reviews requests for secondary employment, manages the secondary employment program, and conducts investigations when necessary.

Authorized and actual positions for Inspectional Services are listed in the table below.

Inspectional Services Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Lt. Colonel	2	1		
Lieutenant	2	2		
Sergeant	12	14		
Police Officer	13	11		
Secretary C			1	1
Transcriptionist			3	3

No staffing changes are recommended at this time. The internal affairs function will be analyzed in further detail in a later report. New staffing recommendations may be made at that time.

Finance Administration

Finance administration personnel are responsible for all finance functions related to the MPD's budget, purchasing, and payroll. They are also responsible for accounts payable related to the impound lot and radio repair services provided to other agencies. Authorized and actual positions for Finance Administration are listed in the table below.

Finance Administration Positions	Sworn		Civilian	
	Authorized	Actual	Authorized ⁹	Actual
Administrator			1	1
Accounting Analyst			1	0
Financial Analyst			1	1
Police Payroll Specialists			8	8
Police Payroll Supervisor			1	1
Clerk A			2	0
Clerk B			1	0
Temporary Clerk			0	2

No staffing changes are recommended.

Grants Administration

The Grant Administrator is responsible for managing the entire grant process, including pursuing and qualifying leads, writing grant applications, and managing grants once they are obtained. The grant administrator works with the entire department in identifying leads, and coordinates initiatives directly with the Director. Authorized and actual positions for Grants Administration are listed in the table below.

Grants Administration Positions	Sworn		Civilian	
	Authorized	Actual	Authorized	Actual
Manager			1	1
Police Officer		1		
Grant Specialist			2	1

No staffing changes are recommended.

Media Relations

Media relations personnel respond to verbal and written requests from the media, proactively distribute media information, and provide the director with regular briefings regarding media issues. The public information officers are involved in a number of programs, including the use

⁹ The number of authorized positions presented here was obtained from the FY13 budget document. Some of the authorized positions noted above may not be currently authorized.

of social media for communications, community engagement initiatives, and special enforcement activities. The Media Relations function is staffed by two Sergeants.

Recommendation: The department should consider civilianizing one of the media positions.

Other police departments have had success in hiring a civilian Public Information Officer (PIO). The position should be filled by a media practitioner that has both on-camera and print experience.

Technologist

The technologist performs a wide range of duties related to new technology development and project management. The technologist works in all areas of the department, particularly with the RTCC, crime analysts and information systems. Currently one civilian employee staffs this unit. No staffing changes are recommended.

Administrative Services Staffing Summary

The preceding sections have discussed the current and authorized staffing levels of Administrative Services, Executive Services, and the Police Academy. Compared to other big city departments, the Memphis Police Department has few unfilled positions, with the communications center as the exception. Most supervisors/managers indicated that their staffing levels were adequate in meeting workload demands.

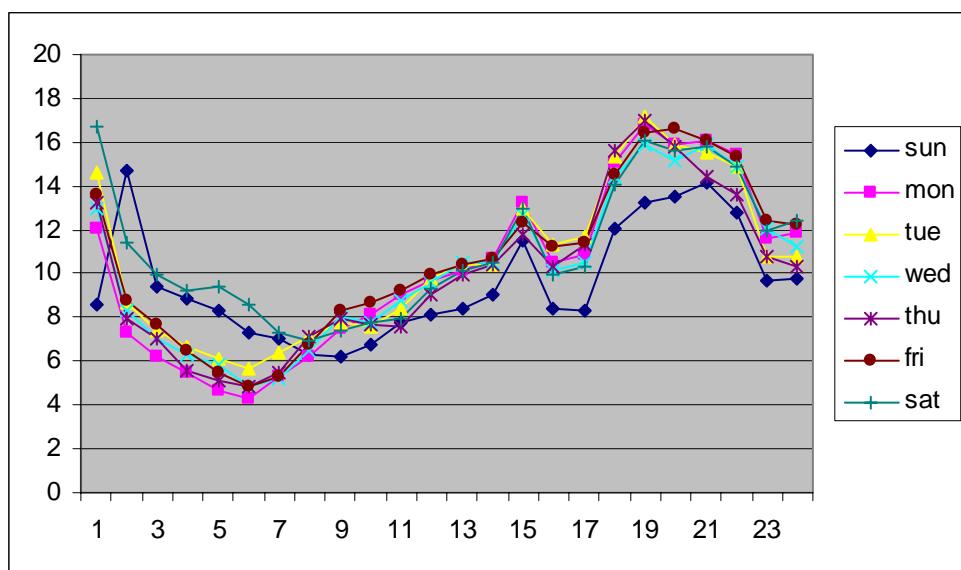
APPENDIX

AIRWAYS

Average Time Consumed in hours by Citizen Calls for Service Dispatches - 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	8.6	12.1	14.6	13	13.2	13.6	16.7
0100	14.7	7.3	8.7	8.3	7.9	8.8	11.4
0200	9.4	6.2	7.4	7	7	7.7	10
0300	8.9	5.5	6.7	6.3	5.6	6.5	9.2
0400	8.3	4.7	6.1	5.8	5.1	5.5	9.4
0500	7.3	4.3	5.7	4.8	4.8	4.8	8.6
0600	7	5.3	6.4	5.2	5.5	5.3	7.3
0700	6.3	6.2	7.1	6.5	7.1	6.8	6.9
0800	6.2	7.5	7.8	8	7.9	8.3	7.4
0900	6.8	8.1	7.6	7.8	7.7	8.7	7.8
1000	7.8	9	8.4	8.8	7.6	9.2	7.9
1100	8.1	9.7	9.8	9.6	9	10	9.3
1200	8.4	10.1	10.4	10.5	10	10.4	10.1
1300	9	10.7	10.4	10.5	10.4	10.7	10.5
1400	11.5	13.2	13	12.7	11.8	12.3	13
1500	8.4	10.5	11.3	10.1	10.3	11.2	10
1600	8.3	10.9	11.7	10.5	11.3	11.4	10.3
1700	12.1	15.1	15.3	14.4	15.6	14.5	14.1
1800	13.2	16.8	17.2	15.9	17	16.4	16.1
1900	13.5	15.9	15.9	15.2	15.8	16.6	15.6
2000	14.2	16.1	15.5	15.9	14.4	16.1	15.8
2100	12.8	15.4	14.9	14.9	13.6	15.3	14.9
2200	9.7	11.6	10.8	12.1	10.8	12.4	12
2300	9.8	11.9	10.8	11.2	10.3	12.2	12.4

Average Time Consumed by Citizen Calls for Service Dispatches – 2011 By Day of the Week



AIRWAYS

Hour	SUN	MON	TUE	WED	THU	FRI	SAT
0000	27.30%	38.41%	46.35%	41.27%	41.90%	43.17%	35.34%
0100	89.09%	44.24%	52.73%	50.30%	47.88%	53.33%	46.06%
0200	56.97%	37.58%	44.85%	42.42%	42.42%	46.67%	40.40%
0300	53.94%	33.33%	40.61%	38.18%	33.94%	39.39%	37.17%
0400	50.30%	28.48%	36.97%	35.15%	30.91%	33.33%	37.98%
0500	44.24%	26.06%	34.55%	29.09%	29.09%	29.09%	34.75%
0600	42.42%	32.12%	38.79%	31.52%	33.33%	32.12%	29.49%
0700	28.00%	27.56%	31.56%	28.89%	31.56%	22.67%	25.92%
0800	43.51%	52.63%	54.74%	56.14%	55.44%	38.16%	51.93%
0900	47.72%	56.84%	53.33%	54.74%	54.04%	40.00%	54.74%
1000	54.74%	63.16%	58.95%	61.75%	53.33%	42.30%	55.44%
1100	56.84%	68.07%	68.77%	67.37%	63.16%	45.98%	65.26%
1200	58.95%	70.88%	72.98%	73.68%	70.18%	47.82%	70.88%
1300	63.16%	75.09%	72.98%	73.68%	72.98%	49.20%	73.68%
1400	34.85%	40.00%	39.39%	38.48%	35.76%	24.48%	39.39%
1500	44.80%	56.00%	60.27%	53.87%	54.93%	39.30%	53.33%
1600	44.27%	58.13%	62.40%	56.00%	60.27%	40.00%	54.93%
1700	35.85%	44.74%	45.33%	42.67%	46.22%	28.43%	41.78%
1800	39.11%	49.78%	50.96%	47.11%	50.37%	32.16%	47.70%
1900	40.00%	47.11%	47.11%	45.04%	46.81%	32.55%	46.22%
2000	42.07%	47.70%	45.93%	47.11%	42.67%	31.57%	46.81%
2100	37.93%	45.63%	44.15%	44.15%	40.30%	30.00%	44.15%
2200	64.67%	77.33%	72.00%	80.67%	72.00%	55.11%	80.00%
2300	42.15%	51.18%	46.45%	48.17%	44.30%	34.98%	53.33%

Notes:

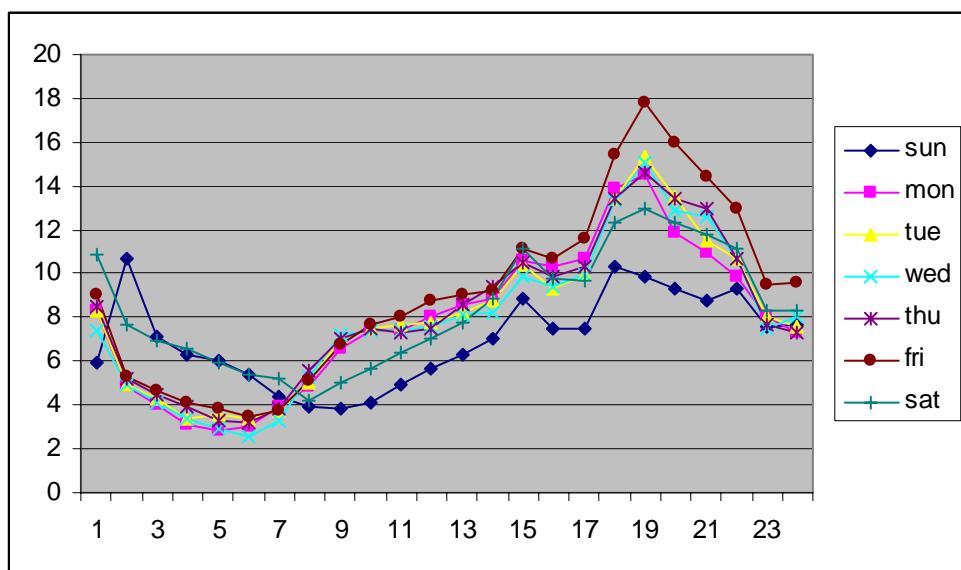
- The heaviest sustained call for service demand is Monday through Saturday from 1700 to 2200. The single peak calls for service time is Saturday just after midnight Friday from 0000 to 0100 hours.
- Early Saturday and Sunday mornings are higher than other early morning because of weekend activity. Sunday is generally the slowest day from 0600 throughout the day.
- Officers are busy each day – except Friday – from 0900 until 1400. The time block from 1200 to 1300 is also busy. Another sustained period of high time consumed is Sunday morning, beginning at 0100 and continuing to 0500. Nightly from 2200 to 2300 is another busy period partly due to the lack of a shift overlap during this time.

APPLING FARMS

Average Time Consumed in hours by Citizen Calls for Service Dispatches - 2011

hr	sun	mon	tue	wed	thu	fri	sat	
0000		5.9	8.3	8.3	7.4	8.5	9	10.9
0100		10.7	4.8	4.9	4.9	5.2	5.3	7.7
0200		7.1	4	4.3	4.1	4.5	4.7	6.9
0300		6.3	3.1	3.4	3.4	3.9	4.1	6.6
0400		6	2.8	3.6	2.9	3.3	3.8	5.9
0500		5.4	3	3.4	2.6	3.2	3.5	5.4
0600		4.4	3.9	3.7	3.3	3.8	3.7	5.2
0700		3.9	4.8	5	5.3	5.6	5.1	4.2
0800		3.8	6.6	7	7.2	7	6.8	5
0900		4.1	7.4	7.5	7.4	7.5	7.7	5.7
1000		4.9	7.4	7.7	7.4	7.3	8	6.4
1100		5.7	8	7.8	7.6	7.5	8.8	7
1200		6.3	8.6	8.2	8.1	8.6	9	7.8
1300		7	8.9	8.8	8.2	9.4	9.2	8.9
1400		8.9	10.6	10.4	9.9	10.5	11.1	11.1
1500		7.5	10.3	9.3	9.4	9.9	10.7	9.8
1600		7.5	10.7	10	10	10.3	11.6	9.7
1700	10.3	13.9	13.4	13.3	13.4	15.4		12.3
1800	9.9	14.5	15.3	15.1	14.6	17.8		13
1900	9.3	11.9	13.5	12.9	13.4		16	12.3
2000	8.8	11	11.5	12.6	13		14.4	11.8
2100	9.3	9.9	10.7	10.7	10.7		13	11.1
2200	7.6	8	8	7.5	7.7		9.5	8.3
2300	7.7	7.3	7.6	8	7.3		9.6	8.3

Average Time Consumed by Citizen Calls for Service Dispatches – 2011 by Day of the Week



APPLING FARMS

Average Per Cent of Patrol Officers Time Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	22.7%	31.9%	31.9%	28.5%	32.7%	34.6%	27.9%
0100	82.3%	36.9%	37.7%	37.7%	40.0%	40.8%	39.5%
0200	54.6%	30.8%	33.1%	31.5%	34.6%	36.2%	35.4%
0300	48.5%	23.8%	26.2%	26.2%	30.0%	31.5%	33.8%
0400	46.2%	21.5%	27.7%	22.3%	25.4%	29.2%	30.3%
0500	41.5%	23.1%	26.2%	20.0%	24.6%	26.9%	27.7%
0600	33.8%	30.0%	28.5%	25.4%	29.2%	28.5%	26.7%
0700	19.5%	24.0%	25.0%	26.5%	28.0%	19.1%	18.1%
0800	28.1%	48.9%	51.9%	53.3%	51.9%	33.6%	37.0%
0900	30.4%	54.8%	55.6%	54.8%	55.6%	38.0%	42.2%
1000	36.3%	54.8%	57.0%	54.8%	54.1%	39.5%	47.4%
1100	42.2%	59.3%	57.8%	56.3%	55.6%	43.5%	51.9%
1200	46.7%	63.7%	60.7%	60.0%	63.7%	44.4%	57.8%
1300	51.9%	65.9%	65.2%	60.7%	69.6%	45.4%	65.9%
1400	28.7%	34.2%	33.5%	31.9%	33.9%	23.9%	35.8%
1500	42.9%	58.9%	53.1%	53.7%	56.6%	40.8%	56.0%
1600	42.9%	61.1%	57.1%	57.1%	58.9%	44.2%	55.4%
1700	33.8%	45.6%	43.9%	43.6%	43.9%	33.7%	40.3%
1800	32.5%	47.5%	50.2%	49.5%	47.9%	38.9%	42.6%
1900	30.5%	39.0%	44.3%	42.3%	43.9%	35.0%	40.3%
2000	28.9%	36.1%	37.7%	41.3%	42.6%	31.5%	38.7%
2100	30.5%	32.5%	35.1%	35.1%	35.1%	28.4%	36.4%
2200	58.5%	61.5%	61.5%	57.7%	59.2%	48.7%	63.8%
2300	29.6%	28.1%	29.2%	30.8%	28.1%	32.8%	42.6%

Notes:

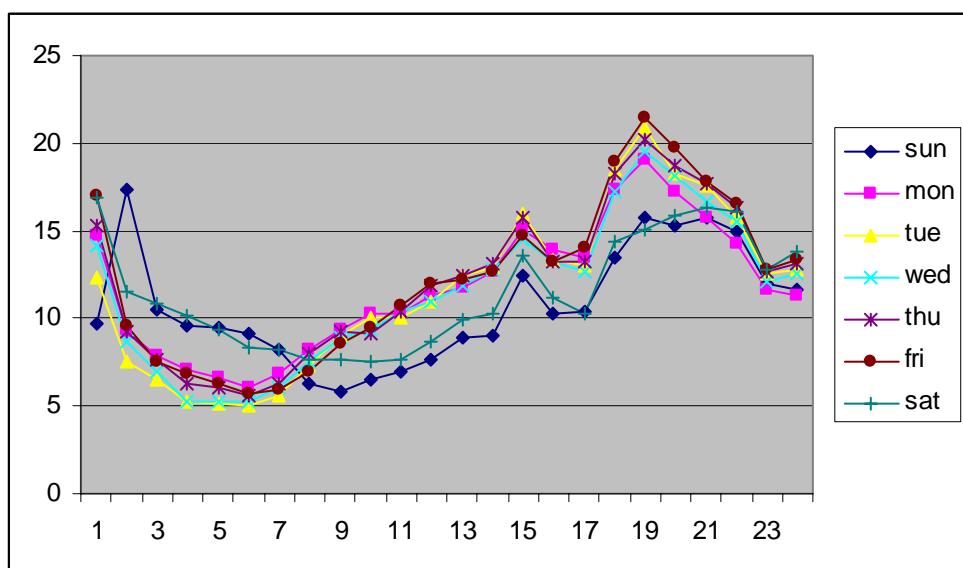
- CFS workload seldom gets above 14 hours per time block.
- The consistent high period for calls for service time is Monday through Friday 1800 to 1900 and on Friday from 1700 to 2100. Friday is generally the day with the most time consumed by calls for service response.
- Patrol officers are busy, on the average, from Monday through Thursday from 0900 through 1300 and then again from 1500 to 1700. Sunday morning from 0100 to 0200 is very busy.

MT. MORIAH

Average Time Consumed in hours by Citizen Calls for Service Dispatches - 2011

hr	sun	mon	tue	wed	thu	fri	sat	
0000		9.7	14.7	12.3	14.2	15.3	17	16.9
0100	17.4		9.3	7.5	8.7	9.3	9.6	11.5
0200	10.5		7.9	6.5	7	7.7	7.5	10.8
0300	9.6		7.1	5.3	5.2	6.3	6.9	10.2
0400	9.5		6.6	5.1	5.2	6	6.3	9.4
0500	9.1		6.1	5	5.3	5.6	5.7	8.3
0600	8.2		6.9	5.6	6	6.3	5.9	8.2
0700	6.3		8.2	7.3	7.5	8	7	7.6
0800	5.8		9.4	9	8.9	9.2	8.6	7.7
0900	6.5		10.3	10.1	9.4	9.1	9.5	7.5
1000	7		10.3	10	10.4	10.4	10.7	7.6
1100	7.7		11.3	11	11	11.9	12	8.7
1200	8.9		11.8	12.4	11.9	12.4	12.2	9.9
1300	9		12.7	12.9	12.8	13.1	12.7	10.3
1400	12.5	15.1		16	14.5	15.7	14.7	13.6
1500	10.3		13.9	13.4	13.2	13.2	13.2	11.2
1600	10.4		13.5	13	12.7	13.2	14	10.3
1700	13.5		17.4	18.5	17.2	18.3	18.9	14.4
1800	15.8		19.1	20.9	19.5	20.2	21.5	15.1
1900	15.3		17.2	18.3	18.1	18.7	19.8	15.9
2000	15.8		15.8	17.6	16.7	17.7	17.8	16.3
2100	15		14.3	15.7	15.5	16.3	16.6	16.1
2200	12		11.7	12.6	12.1	12.7	12.8	12.8
2300	11.7		11.3	12.8	12.6	13.1	13.3	13.8

Average Time Consumed by Citizen Calls for Service Dispatches – 2011 by Day of the Week



MT. MORIAH

Average Per Cent of Patrol Officers Time Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	30.3%	45.9%	38.4%	44.4%	47.8%	53.1%	35.2%
0100	105.5%	56.4%	45.5%	52.7%	56.4%	58.2%	46.5%
0200	63.6%	47.9%	39.4%	42.4%	46.7%	45.5%	43.6%
0300	58.2%	43.0%	32.1%	31.5%	38.2%	41.8%	41.2%
0400	57.6%	40.0%	30.9%	31.5%	36.4%	38.2%	38.0%
0500	55.2%	37.0%	30.3%	32.1%	33.9%	34.5%	33.5%
0600	49.7%	41.8%	33.9%	36.4%	38.2%	35.8%	33.1%
0700	23.1%	30.1%	26.8%	27.5%	29.4%	19.0%	24.2%
0800	30.5%	49.5%	47.4%	46.8%	48.4%	30.2%	40.5%
0900	34.2%	54.2%	53.2%	49.5%	47.9%	33.3%	39.5%
1000	36.8%	54.2%	52.6%	54.7%	54.7%	37.5%	40.0%
1100	40.5%	59.5%	57.9%	57.9%	62.6%	42.1%	45.8%
1200	46.8%	62.1%	65.3%	62.6%	65.3%	42.8%	52.1%
1300	47.4%	66.8%	67.9%	67.4%	68.9%	44.6%	54.2%
1400	32.5%	39.2%	41.6%	37.7%	40.8%	25.5%	35.3%
1500	52.8%	71.3%	68.7%	67.7%	67.7%	45.1%	57.4%
1600	53.3%	69.2%	66.7%	65.1%	67.7%	47.9%	52.8%
1700	38.6%	49.7%	52.9%	49.1%	52.3%	36.0%	41.1%
1800	45.1%	54.6%	59.7%	55.7%	57.7%	41.0%	43.1%
1900	43.7%	49.1%	52.3%	51.7%	53.4%	37.7%	45.4%
2000	45.1%	45.1%	50.3%	47.7%	50.6%	33.9%	46.6%
2100	42.9%	40.9%	44.9%	44.3%	46.6%	31.6%	46.0%
2200	77.4%	75.5%	81.3%	78.1%	81.9%	55.1%	82.6%
2300	36.6%	35.3%	40.0%	39.4%	40.9%	37.3%	58.1%

Notes:

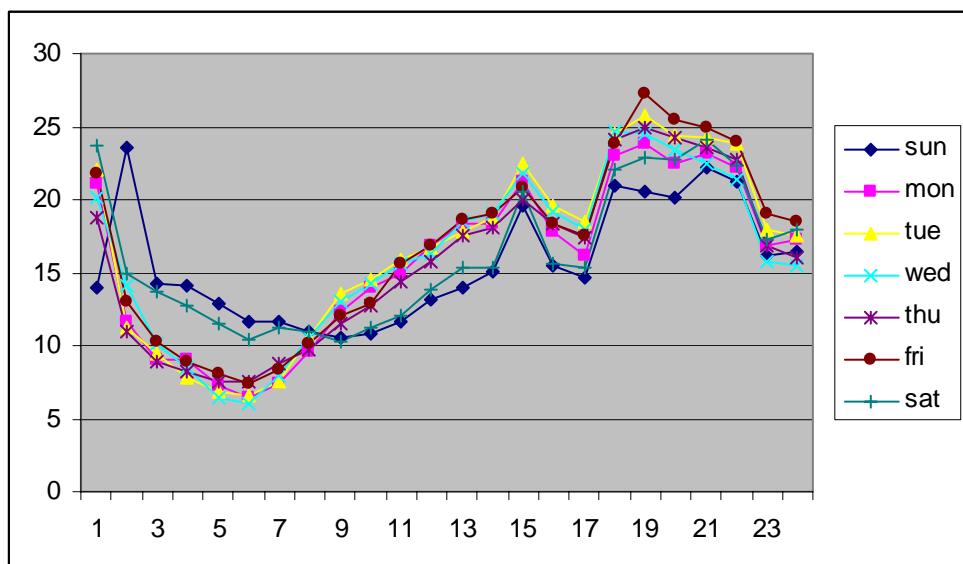
- Daily from 1700 to 2200 there are high average periods of calls for service time consumed. There are also high periods just after midnight daily except for Tuesday.
- There are high levels of officers' time consumed by calls early Sunday morning from 0100 to 0600. The 105.5% time consumed from 0100 to 0200 indicates that Mt. Moriah are getting assistance routinely from other units, supervisors and officers from adjacent precincts are helping with the calls for service workload.
- Monday through Thursday from 0900 to 1400 and again Monday through Thursday from 1600 to 2100 are busy also. Daily from 2200 to 2300 officers are busy because of the lack of an overlap shift. .

OLD ALLEN

Average Time Consumed in hours by Citizen Calls for Service Dispatches - 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	14	21.1	22.1	20.2	18.8	21.8	23.7
0100	23.5	11.7	11.3	14.1	10.9	13	14.9
0200	14.3	9	9.4	10.2	8.9	10.3	13.7
0300	14.1	9	7.8	8.5	8.2	8.9	12.8
0400	12.9	7.2	6.8	6.4	7.5	8.1	11.5
0500	11.7	6.4	6.6	6	7.6	7.4	10.4
0600	11.6	7.4	7.6	8	8.8	8.3	11.2
0700	10.9	9.6	10.6	10.5	9.7	10.1	10.9
0800	10.5	12.3	13.5	13	11.5	12	10.3
0900	10.8	14	14.5	14.2	12.7	12.9	11.3
1000	11.6	15	15.9	15.6	14.4	15.6	12.1
1100	13.1	16.8	16.7	16.3	15.8	16.8	13.9
1200	14	18.4	17.8	18.5	17.5	18.6	15.4
1300	15.1	18.3	18.7	19	18.1	19.1	15.3
1400	19.6	21.2	22.5	21.8	20	20.8	20.6
1500	15.5	17.8	19.6	19.2	18.3	18.3	15.6
1600	14.7	16.2	18.5	17.9	17.4	17.6	15.3
1700	20.9	23	24.5	24.6	24.1	23.8	22.1
1800	20.5	23.8	25.8	24.5	25	27.3	22.9
1900	20.2	22.5	24.4	23.4	24.3	25.5	22.7
2000	22.2	23.2	24.2	22.5	23.6	24.9	24.1
2100	21.3	22.2	23.8	21.4	22.7	24	22.3
2200	16.2	16.8	17.9	15.8	16.8	19	17.3
2300	16.5	17.2	17.6	15.5	16	18.5	17.9

Average Time Consumed by Citizen Calls for Service Dispatches – 2011 by Day of the Week



OLD ALLEN

Average Per Cent of Patrol Officers Time Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	32.6%	49.1%	51.4%	47.0%	43.7%	50.7%	36.7%
0100	100.0%	49.8%	48.1%	60.0%	46.4%	55.3%	42.3%
0200	60.9%	38.3%	40.0%	43.4%	37.9%	43.8%	38.9%
0300	60.0%	38.3%	33.2%	36.2%	34.9%	37.9%	36.3%
0400	54.9%	30.6%	28.9%	27.2%	31.9%	34.5%	32.6%
0500	49.8%	27.2%	28.1%	25.5%	32.3%	31.5%	29.5%
0600	49.4%	31.5%	32.3%	34.0%	37.4%	35.3%	31.8%
0700	29.3%	25.8%	28.5%	28.2%	26.0%	20.2%	25.3%
0800	41.2%	48.2%	52.9%	51.0%	45.1%	31.4%	40.4%
0900	42.4%	54.9%	56.9%	55.7%	49.8%	33.7%	44.3%
1000	45.5%	58.8%	62.4%	61.2%	56.5%	40.8%	47.5%
1100	51.4%	65.9%	65.5%	63.9%	62.0%	43.9%	54.5%
1200	54.9%	72.2%	69.8%	72.5%	68.6%	48.6%	60.4%
1300	59.2%	71.8%	73.3%	74.5%	71.0%	49.9%	60.0%
1400	41.3%	44.6%	47.4%	45.9%	42.1%	29.2%	43.4%
1500	70.5%	80.9%	89.1%	87.3%	83.2%	55.5%	70.9%
1600	66.8%	73.6%	84.1%	81.4%	79.1%	53.3%	69.5%
1700	50.4%	55.4%	59.0%	59.3%	58.1%	38.2%	53.3%
1800	49.4%	57.3%	62.2%	59.0%	60.2%	43.9%	55.2%
1900	48.7%	54.2%	58.8%	56.4%	58.6%	41.0%	54.7%
2000	53.5%	55.9%	58.3%	54.2%	56.9%	40.0%	58.1%
2100	51.3%	53.5%	57.3%	51.6%	54.7%	38.6%	53.7%
2200	83.1%	86.2%	91.8%	81.0%	86.2%	65.0%	88.7%
2300	38.4%	40.0%	40.9%	36.0%	37.2%	39.5%	57.3%

Notes:

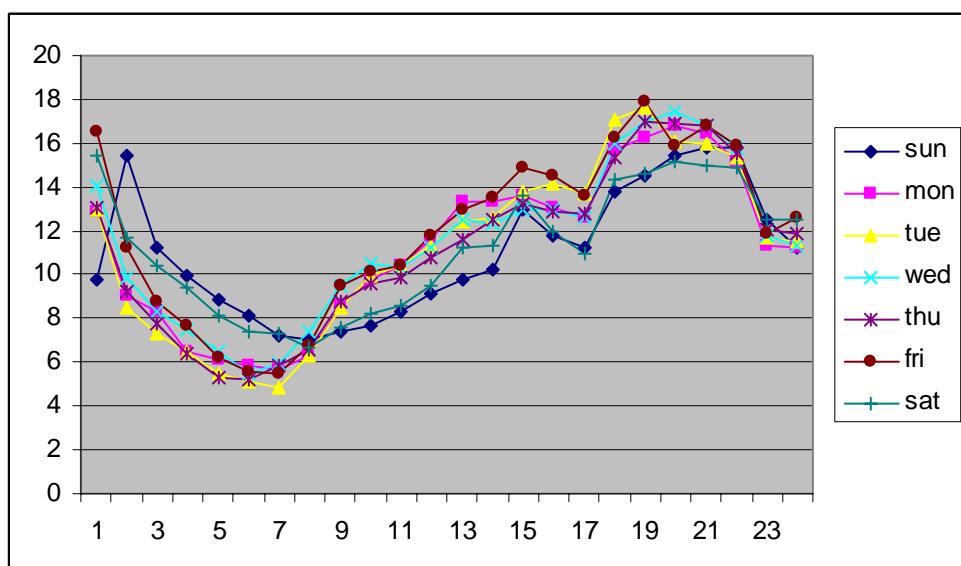
- Old Allen has heavy average calls for service time everyday beginning at 0900 and continuing after midnight. The high average calls for service time consumed in on Friday from 1800 to 1900.
- Periods during which patrol officers are busiest with calls for service work include early Sunday morning from 0100 to 0500. The average of 100% time consumed Sunday morning from 0100 to 0200 indicates that other help is being provided to Old Allen patrol officers, either by supervisors, special units or officers from other precincts.
- Old Allen officers have frequent periods where more than 50% of their time is consumed by calls for service. This is the case from 0900 through 2300 daily but for the overlap day of Friday. Daily from 2200 to 2300 is a very busy because of the lack of a shift overlap.

RAINES

Average Time Consumed in hours by Citizen Calls for Service Dispatches - 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000		9.8	12.9	13	14.1		
0100	15.4		9	8.5	9.9	9.2	11.2
0200	11.2		8.3	7.3	8.3	7.8	8.8
0300	10		6.5	6.5	7.5	6.4	7.7
0400	8.9		6.1	5.5	6.5	5.3	6.2
0500	8.1		5.8	5.1	5.5	5.2	5.6
0600	7.2		5.7	4.8	5.9	5.8	5.5
0700	7		6.3	6.3	7.4	6.6	6.8
0800	7.4		8.6	8.5	9.5	8.8	9.5
0900	7.7		9.8	10	10.5	9.6	10.1
1000	8.3		10.4	10.4	10.3	9.9	10.4
1100	9.1		11.6	11.3	11.2	10.8	11.8
1200	9.8		13.3	12.4	12.5	11.6	13
1300	10.2		13.3	12.6	12.3	12.5	13.5
1400	13		13.6	13.8	13	13.2	14.9
1500	11.8		13.1	14.2	13	12.9	14.5
1600	11.2		12.6	13.7	12.6	12.8	13.6
1700	13.8		15.7	17.1	16	15.3	16.3
1800	14.5		16.3	17.6	17	17	17.9
1900	15.4		16.8	16.1	17.4	16.9	15.9
2000	15.8		16.4	16	16.8	16.8	16.8
2100	15.8		15.2	15.3	15.8	15.5	15.9
2200	12.5		11.3	11.7	11.8	12.1	11.9
2300	11.2		11.2	11.5	11.3	11.9	12.6

Average Time Consumed by Citizen Calls for Service Dispatches – 2011 by Day of the Week



RAINES

Average Per Cent of Patrol Officers Time Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	26.1%	34.4%	34.7%	37.6%	34.9%	44.0%	27.4%
0100	77.0%	45.0%	42.5%	49.5%	46.0%	56.0%	39.0%
0200	56.0%	41.5%	36.5%	41.5%	39.0%	44.0%	34.7%
0300	50.0%	32.5%	32.5%	37.5%	32.0%	38.5%	31.3%
0400	44.5%	30.5%	27.5%	32.5%	26.5%	31.0%	27.0%
0500	40.5%	29.0%	25.5%	27.5%	26.0%	28.0%	24.7%
0600	36.0%	28.5%	24.0%	29.5%	29.0%	27.5%	24.3%
0700	26.4%	23.8%	23.8%	27.9%	24.9%	19.6%	21.3%
0800	44.8%	52.1%	51.5%	57.6%	53.3%	38.4%	46.1%
0900	46.7%	59.4%	60.6%	63.6%	58.2%	40.8%	49.7%
1000	50.3%	63.0%	63.0%	62.4%	60.0%	42.0%	52.1%
1100	55.2%	70.3%	68.5%	67.9%	65.5%	47.7%	57.6%
1200	59.4%	80.6%	75.2%	75.8%	70.3%	52.5%	67.9%
1300	61.8%	80.6%	76.4%	74.5%	75.8%	54.5%	68.5%
1400	36.6%	38.3%	38.9%	36.6%	37.2%	28.0%	38.3%
1500	62.1%	68.9%	74.7%	68.4%	67.9%	50.9%	63.2%
1600	58.9%	66.3%	72.1%	66.3%	67.4%	47.7%	57.9%
1700	37.8%	43.0%	46.8%	43.8%	41.9%	29.8%	39.2%
1800	39.7%	44.7%	48.2%	46.6%	46.6%	32.7%	40.0%
1900	42.2%	46.0%	44.1%	47.7%	46.3%	29.0%	41.6%
2000	43.3%	44.9%	43.8%	46.0%	46.0%	30.7%	41.1%
2100	43.3%	41.6%	41.9%	43.3%	42.5%	29.0%	40.8%
2200	71.4%	64.6%	66.9%	67.4%	69.1%	45.3%	71.4%
2300	29.9%	29.9%	30.7%	30.1%	31.7%	30.5%	45.5%

Notes:

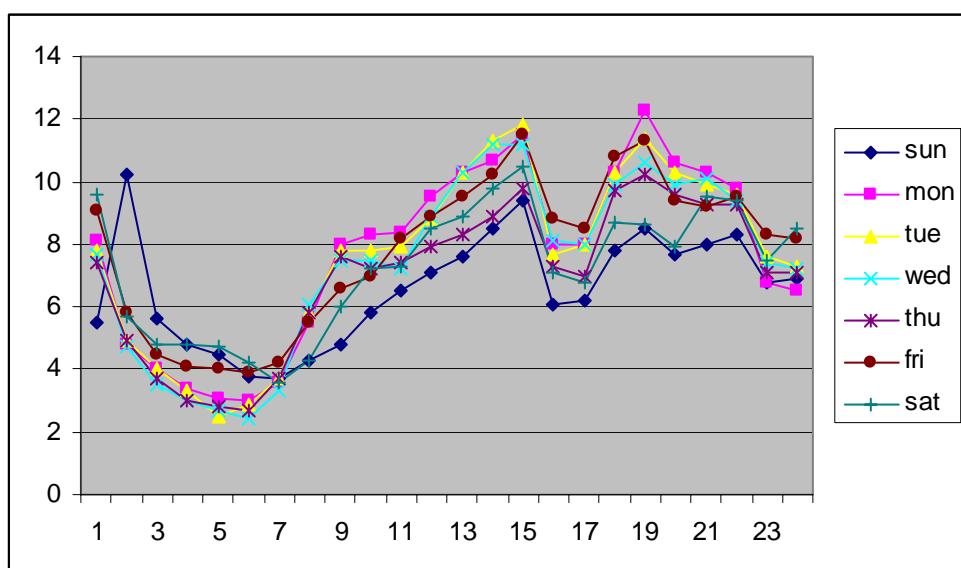
- There are daily heavy average calls for service time from 1700 through 2100. There are also peak times after midnight early Friday, Saturday and Sunday mornings.
- Patrol officers are consistently busiest, on the average, daily – except Friday – from 0900 to 1400. Peaks during this period are from 1200 through 1300. There is also a peak period, similar to that in some other precincts from 2200 to 2300.

RIDGEWAY

Average Time Consumed in hours by Citizen Calls for Service Dispatches - 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000		5.5	8.1	7.8	7.7	7.4	9.1
0100	10.2		4.8	4.9	4.7	4.9	5.8
0200	5.6		4	4	3.5	3.7	4.5
0300	4.8		3.4	3.3	3	3	4.1
0400	4.5		3.1	2.5	2.7	2.8	4
0500	3.8		3	2.9	2.4	2.7	3.9
0600	3.7		3.6	3.7	3.3	3.7	4.2
0700	4.3		5.5	5.8	6.1	5.8	5.5
0800	4.8		8	7.8	7.5	7.6	6.6
0900	5.8		8.3	7.8	7.5	7.2	7
1000	6.5		8.4	7.9	7.2	7.4	8.2
1100	7.1		9.5	8.8	8.9	7.9	8.9
1200	7.6	10.3	10.3	10.3		8.3	9.5
1300	8.5	10.7	11.3	11.2		8.9	10.2
1400	9.4	11.5	11.8	11.2		9.8	11.5
1500	6.1	8	7.7	8.1		7.3	8.8
1600	6.2	8	8	8		7	8.5
1700	7.8	10.3	10.3	9.9		9.7	10.8
1800	8.5	12.3	11.4	10.6		10.2	11.3
1900	7.7	10.6	10.3	9.9		9.6	9.4
2000	8	10.3	9.9	10.1		9.3	9.2
2100	8.3	9.8	9.6	9.4		9.3	9.5
2200	6.8	6.8	7.6	7.4		7.1	8.3
2300	6.9	6.5	7.3	7.2		7.1	8.2
							8.5

Average Time Consumed by Citizen Calls for Service Dispatches – 2011 by Day of the Week



RIDGEWAY

Average Per Cent of Patrol Officers Time Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	21.6%	31.8%	30.6%	30.2%	29.0%	35.7%	25.1%
0100	88.7%	41.7%	42.6%	40.9%	42.6%	50.4%	33.0%
0200	48.7%	34.8%	34.8%	30.4%	32.2%	39.1%	27.8%
0300	41.7%	29.6%	28.7%	26.1%	26.1%	35.7%	27.8%
0400	39.1%	27.0%	21.7%	23.5%	24.3%	34.8%	27.2%
0500	33.0%	26.1%	25.2%	20.9%	23.5%	33.9%	24.3%
0600	32.2%	31.3%	32.2%	28.7%	32.2%	36.5%	20.9%
0700	22.3%	28.6%	30.1%	31.7%	30.1%	21.2%	19.4%
0800	35.6%	59.3%	57.8%	55.6%	56.3%	32.6%	44.4%
0900	43.0%	61.5%	57.8%	55.6%	53.3%	34.6%	53.3%
1000	48.1%	62.2%	58.5%	53.3%	54.8%	40.5%	54.1%
1100	52.6%	70.4%	65.2%	65.9%	58.5%	44.0%	63.0%
1200	56.3%	76.3%	76.3%	76.3%	61.5%	46.9%	65.9%
1300	63.0%	79.3%	83.7%	83.0%	65.9%	50.4%	72.6%
1400	33.6%	41.1%	42.1%	40.0%	35.0%	27.4%	37.5%
1500	42.1%	55.2%	53.1%	55.9%	50.3%	40.5%	49.0%
1600	42.8%	55.2%	55.2%	55.2%	48.3%	39.1%	46.9%
1700	27.4%	36.1%	36.1%	34.7%	34.0%	25.3%	30.5%
1800	29.8%	43.2%	40.0%	37.2%	35.8%	26.4%	30.2%
1900	27.0%	37.2%	36.1%	34.7%	33.7%	22.0%	27.7%
2000	28.1%	36.1%	34.7%	35.4%	32.6%	21.5%	33.3%
2100	29.1%	34.4%	33.7%	33.0%	32.6%	22.2%	33.0%
2200	48.6%	48.6%	54.3%	52.9%	50.7%	39.5%	53.6%
2300	27.1%	25.5%	28.6%	28.2%	27.8%	27.7%	43.0%

Notes:

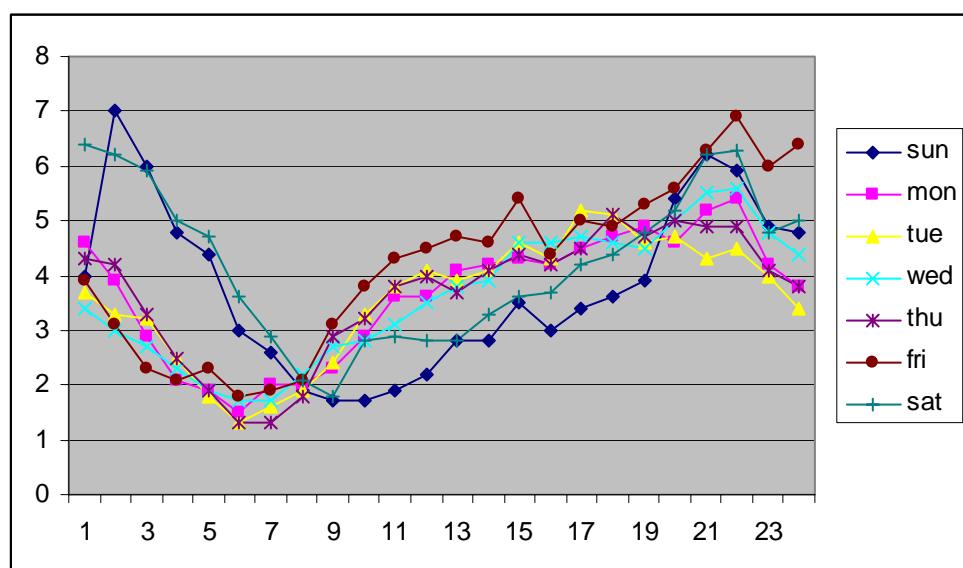
- Compared to most of the other precincts, the workload in Ridgeway is lower, never exceeding more than 12.3 hours in a time block. Calls for service workload is highest Monday through Wednesday from 1200 to 1400 and then again on Monday and Tuesday from 1700 to 2100.
- Patrol officers are busiest, on the average, Monday through Thursday and again on Saturday from 0900 until 1400. There is another peak spot like in other precincts from 0100 to 0200 Sunday morning.

SOUTH MAIN

Average Time Consumed in hours by Citizen Calls for Service Dispatches - 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000		4	4.6	3.7	3.4	4.3	3.9
0100		7	3.9	3.3	3	4.2	3.1
0200		6	2.9	3.2	2.7	3.3	2.3
0300		4.8	2.1	2.5	2.3	2.5	2.1
0400		4.4	1.9	1.8	1.9	1.9	2.3
0500		3	1.5	1.3	1.7	1.3	1.8
0600		2.6	2	1.6	1.7	1.3	1.9
0700		1.9	2	1.9	2.2	1.8	2.1
0800		1.7	2.3	2.4	2.7	2.9	3.1
0900		1.7	2.9	3.3	2.8	3.2	3.8
1000		1.9	3.6	3.8	3.1	3.8	4.3
1100		2.2	3.6	4.1	3.5	4	4.5
1200		2.8	4.1	3.9	3.8	3.7	4.7
1300		2.8	4.2	4.1	3.9	4.1	4.6
1400		3.5	4.3	4.6	4.6	4.4	5.4
1500		3	4.2	4.3	4.6	4.2	4.4
1600		3.4	4.5	5.2	4.7	4.5	5
1700		3.6	4.7	5.1	4.6	5.1	4.9
1800		3.9	4.9	4.6	4.5	4.7	5.3
1900		5.4	4.6	4.7	5	5	5.6
2000		6.2	5.2	4.3	5.5	4.9	6.3
2100		5.9	5.4	4.5	5.6	4.9	6.9
2200		4.9	4.2	4	4.8	4.1	6
2300		4.8	3.8	3.4	4.4	3.8	6.4
							5

Average Time Consumed by Citizen Calls for Service Dispatches – 2011 by Day of the Week



SOUTH MAIN

Average Per Cent of Patrol Officers Time Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	14.8%	17.0%	13.7%	12.6%	15.9%	14.4%	15.8%
0100	70.0%	39.0%	33.0%	30.0%	42.0%	31.0%	41.3%
0200	60.0%	29.0%	32.0%	27.0%	33.0%	23.0%	39.3%
0300	48.0%	21.0%	25.0%	23.0%	25.0%	21.0%	33.3%
0400	44.0%	19.0%	18.0%	19.0%	19.0%	23.0%	31.3%
0500	30.0%	15.0%	13.0%	17.0%	13.0%	18.0%	24.0%
0600	26.0%	20.0%	16.0%	17.0%	13.0%	19.0%	19.3%
0700	14.6%	15.4%	14.6%	16.9%	13.8%	12.4%	13.5%
0800	21.3%	28.8%	30.0%	33.8%	36.3%	25.8%	22.5%
0900	21.3%	36.3%	41.3%	35.0%	40.0%	31.7%	35.0%
1000	23.8%	45.0%	47.5%	38.8%	47.5%	35.8%	36.3%
1100	27.5%	45.0%	51.3%	43.8%	50.0%	37.5%	35.0%
1200	35.0%	51.3%	48.8%	47.5%	46.3%	39.2%	35.0%
1300	35.0%	52.5%	51.3%	48.8%	51.3%	38.3%	41.3%
1400	13.7%	16.9%	18.0%	18.0%	17.3%	14.1%	14.1%
1500	17.1%	24.0%	24.6%	26.3%	24.0%	16.8%	21.1%
1600	19.4%	25.7%	29.7%	26.9%	25.7%	19.0%	24.0%
1700	10.4%	13.6%	14.8%	13.3%	14.8%	9.5%	12.8%
1800	11.3%	14.2%	13.3%	13.0%	13.6%	10.2%	13.9%
1900	15.7%	13.3%	13.6%	14.5%	14.5%	10.8%	15.1%
2000	18.0%	15.1%	12.5%	15.9%	14.2%	12.2%	18.0%
2100	17.1%	15.7%	13.0%	16.2%	14.2%	13.3%	18.3%
2200	28.8%	24.7%	23.5%	28.2%	24.1%	23.5%	28.2%
2300	17.8%	14.1%	12.6%	16.3%	14.1%	19.4%	22.7%

Notes:

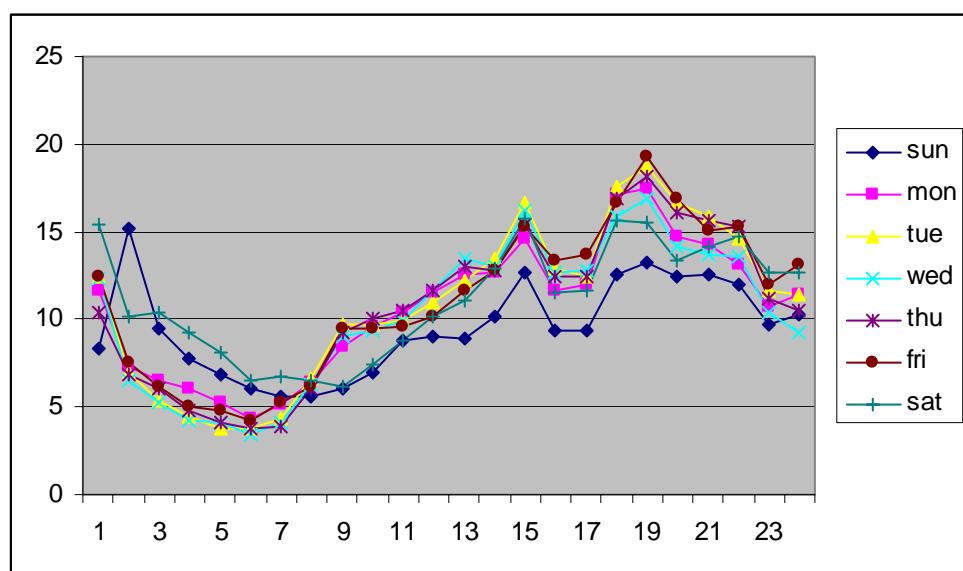
- The average time consumed by calls for service in South Main is lower than for any other precinct. Peaks times reflect the nature of the district with weekend nights and early mornings showing peaks as people come downtown for the attractions of the entertainment district.
- There are few times when more than 50% of patrol officers' time is consumed by calls for service. The busiest period is from 0100 through 0200 on Sunday morning.

TILLMAN

Average Time Consumed in hours by Citizen Calls for Service Dispatches - 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	8.3	11.6	12.5	12.3	10.4	12.5	15.4
0100	15.2	7.3	7	6.5	6.9	7.5	10.2
0200	9.5	6.5	5.4	5.3	6	6.2	10.4
0300	7.8	6	4.4	4.2	4.8	5	9.3
0400	6.9	5.3	3.8	4.1	4.1	4.8	8.1
0500	6.1	4.3	3.8	3.4	3.8	4.2	6.5
0600	5.6	5.1	4.3	4.1	3.9	5.3	6.7
0700	5.6	6.4	6.6	6.3	6.1	6.2	6.5
0800	6	8.5	9.7	9	9.3	9.5	6.2
0900	7	9.6	9.7	9.4	10.1	9.5	7.4
1000	8.8	10.4	9.9	9.9	10.5	9.6	8.8
1100	9	11.5	11	11.7	11.7	10.2	10.2
1200	8.9	12.6	12.2	13.5	13	11.7	11.1
1300	10.2	12.7	13.5	13	12.8	12.8	12.9
1400	12.7	14.6	16.7	16.2	15.4	15.3	15.8
1500	9.4	11.6	12.9	12.7	12.4	13.4	11.5
1600	9.4	12	12.5	12.8	12.4	13.7	11.6
1700	12.6	17.1	17.6	15.9	16.9	16.7	15.6
1800	13.2	17.5	18.7	16.9	18.1	19.3	15.5
1900	12.4	14.7	16.7	14.2	16.1	16.9	13.3
2000	12.6	14.3	15.9	13.7	15.6	15.1	14.1
2100	12	13.1	14.6	13.6	15.3	15.3	14.7
2200	9.7	10.7	11.6	10.4	11.2	12	12.7
2300	10.3	11.4	11.4	9.3	10.5	13.1	12.7

Average Time Consumed by Citizen Calls for Service Dispatches – 2011 by Day of the Week



TILLMAN

Average Per Cent of Patrol Officers Time Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	21.3%	29.7%	32.1%	31.5%	26.7%	32.1%	26.3%
0100	80.0%	38.4%	36.8%	34.2%	36.3%	39.5%	35.8%
0200	50.0%	34.2%	28.4%	27.9%	31.6%	32.6%	36.5%
0300	41.1%	31.6%	23.2%	22.1%	25.3%	26.3%	32.6%
0400	36.3%	27.9%	20.0%	21.6%	21.6%	25.3%	28.4%
0500	32.1%	22.6%	20.0%	17.9%	20.0%	22.1%	22.8%
0600	29.5%	26.8%	22.6%	21.6%	20.5%	27.9%	23.5%
0700	19.0%	21.7%	22.4%	21.4%	20.7%	15.7%	19.0%
0800	30.0%	42.5%	48.5%	45.0%	46.5%	31.7%	31.0%
0900	35.0%	48.0%	48.5%	47.0%	50.5%	31.7%	37.0%
1000	44.0%	52.0%	49.5%	49.5%	52.5%	32.0%	44.0%
1100	45.0%	57.5%	55.0%	58.5%	58.5%	34.0%	51.0%
1200	44.5%	63.0%	61.0%	67.5%	65.0%	39.0%	55.5%
1300	51.0%	63.5%	67.5%	65.0%	64.0%	42.7%	64.5%
1400	28.5%	32.8%	37.5%	36.4%	34.6%	22.9%	35.5%
1500	38.4%	47.3%	52.7%	51.8%	50.6%	36.5%	46.9%
1600	38.4%	49.0%	51.0%	52.2%	50.6%	37.3%	47.3%
1700	28.3%	38.4%	39.6%	35.7%	38.0%	25.0%	35.1%
1800	29.7%	39.3%	42.0%	38.0%	40.7%	28.9%	34.8%
1900	27.9%	33.0%	37.5%	31.9%	36.2%	25.3%	29.9%
2000	28.3%	32.1%	35.7%	30.8%	35.1%	22.6%	31.7%
2100	27.0%	29.4%	32.8%	30.6%	34.4%	22.9%	33.0%
2200	48.5%	53.5%	58.0%	52.0%	56.0%	40.0%	63.5%
2300	26.4%	29.2%	29.2%	23.8%	26.9%	29.6%	43.1%

Notes:

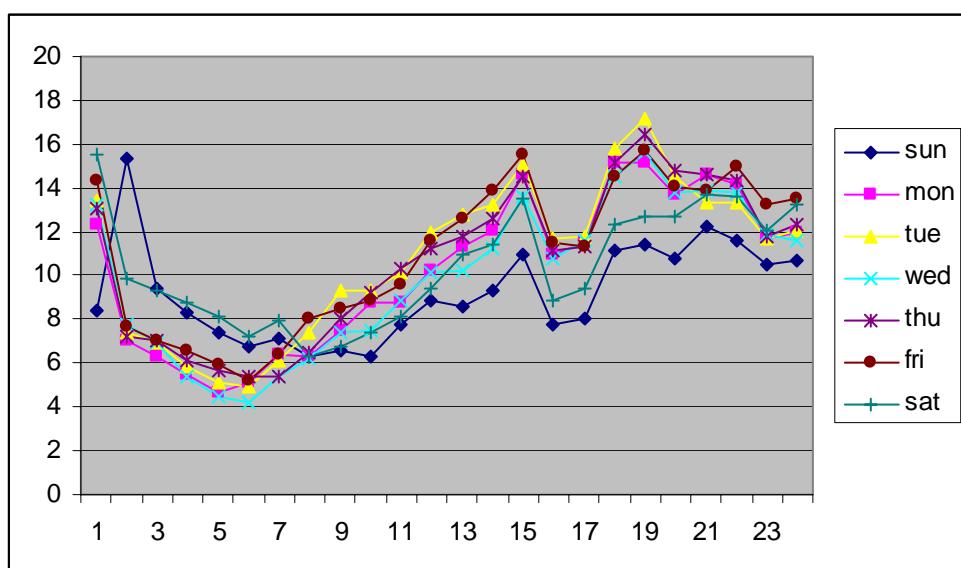
- The consistently highest average calls for service time consumed is from 1700 through 2100 Monday through Saturday. Another consistent high level of calls for service time is between 1400 and 1500 Monday through Saturday.
- Patrol officers are busiest with calls for service, on the average, Monday through Thursday from 1000 to 1400. There is also a peak period on Sunday morning, as with other precincts, from 0100 through 0200.

UNION

Average Time Consumed in hours by Citizen Calls for Service Dispatches - 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	8.4	12.3	13.4	13.2	13.1	14.3	15.5
0100	15.3	7	7.4	7.8	7.2	7.7	9.9
0200	9.4	6.3	6.9	6.9	7	7	9.3
0300	8.3	5.5	5.8	5.4	6.1	6.6	8.8
0400	7.4	4.7	5.1	4.5	5.7	5.9	8.1
0500	6.8	5.1	4.9	4.2	5.4	5.2	7.2
0600	7.1	6.4	6.1	5.4	5.4	6.4	7.9
0700	6.3	6.3	7.4	6.2	6.5	8	6.3
0800	6.6	7.5	9.3	7.4	8	8.5	6.8
0900	6.3	8.8	9.3	7.5	9.2	8.9	7.4
1000	7.8	8.8	10.1	8.9	10.3	9.6	8.1
1100	8.9	10.2	12	10.1	11.2	11.6	9.4
1200	8.6	11.3	12.8	10.2	11.8	12.6	11
1300	9.3	12.1	13.2	11.2	12.6	13.9	11.4
1400	11	14.6	15.1	13.6	14.5	15.5	13.5
1500	7.8	11	11.7	10.8	11.1	11.5	8.9
1600	8	11.5	11.8	11.6	11.3	11.3	9.4
1700	11.1	15.2	15.8	14.5	15.2	14.5	12.3
1800	11.4	15.2	17.2	15.6	16.4	15.7	12.7
1900	10.8	13.7	14.5	13.8	14.8	14.1	12.7
2000	12.2	14.6	13.3	13.9	14.6	13.9	13.7
2100	11.6	14.2	13.3	13.8	14.3	15	13.6
2200	10.5	11.7	11.7	11.9	11.8	13.2	12.1
2300	10.7	12	12.1	11.6	12.3	13.5	13.2

Average Time Consumed by Citizen Calls for Service Dispatches – 2011 by Day of the Week



UNION

Average Per Cent of Patrol Officers Time Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	22.7%	33.2%	36.2%	35.7%	35.4%	38.6%	27.9%
0100	72.9%	33.3%	35.2%	37.1%	34.3%	36.7%	31.4%
0200	44.8%	30.0%	32.9%	32.9%	33.3%	33.3%	29.5%
0300	39.5%	26.2%	27.6%	25.7%	29.0%	31.4%	27.9%
0400	35.2%	22.4%	24.3%	21.4%	27.1%	28.1%	25.7%
0500	32.4%	24.3%	23.3%	20.0%	25.7%	24.8%	22.9%
0600	33.8%	30.5%	29.0%	25.7%	25.7%	30.5%	25.1%
0700	20.3%	20.3%	23.9%	20.0%	21.0%	19.4%	17.4%
0800	32.2%	36.6%	45.4%	36.1%	39.0%	27.6%	33.2%
0900	30.7%	42.9%	45.4%	36.6%	44.9%	28.9%	36.1%
1000	38.0%	42.9%	49.3%	43.4%	50.2%	31.2%	39.5%
1100	43.4%	49.8%	58.5%	49.3%	54.6%	37.7%	45.9%
1200	42.0%	55.1%	62.4%	49.8%	57.6%	41.0%	53.7%
1300	45.4%	59.0%	64.4%	54.6%	61.5%	45.2%	55.6%
1400	27.2%	36.0%	37.3%	33.6%	35.8%	25.5%	33.3%
1500	39.0%	55.0%	58.5%	54.0%	55.5%	38.3%	44.5%
1600	40.0%	57.5%	59.0%	58.0%	56.5%	37.7%	47.0%
1700	30.8%	42.2%	43.9%	40.3%	42.2%	26.9%	34.2%
1800	31.7%	42.2%	47.8%	43.3%	45.6%	29.1%	35.3%
1900	30.0%	38.1%	40.3%	38.3%	41.1%	26.1%	35.3%
2000	33.9%	40.6%	36.9%	38.6%	40.6%	25.7%	38.1%
2100	32.2%	39.4%	36.9%	38.3%	39.7%	27.8%	37.8%
2200	65.6%	73.1%	73.1%	74.4%	73.8%	55.0%	75.6%
2300	28.9%	32.4%	32.7%	31.4%	33.2%	34.0%	49.8%

Notes:

- Weekdays from 1700 until 1900 there are high average times consumed for calls for service. Thursday has a sustained high period from 1700 to 2100. There are also peak periods on Friday, Saturday and Sunday early mornings just after midnight.
- Overall there are fewer times when the time patrol officers have available average less than 50%. Peak periods are Monday through Thursday from 1100 through 1300 and then again from 1500 to 1600. As is typical with other precincts the hour from 2200 to 2300 is busy because of the lack of a shift overlap. Sunday, from 0100 to 0200 is also a peak.